



VENTURA COUNTY  
**CONTINUUM OF  
CARE ALLIANCE**

ENDING HOMELESSNESS  
IN VENTURA COUNTY

**Meeting Agenda  
Continuum of Care (CoC) Board  
Wednesday, March 13, 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](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 14, 2024.
6. Receive and file a report on FY23 U.S. Housing and Urban Development (HUD) Continuum of Care Program Competition Debriefing
7. Receive and file VC CoC Committee, Workgroups and Staff updates
8. Receive and File a Report on Actions of the Ventura County Board of Supervisors Implementing Recommendations from the LeSar Updated Plan to Prevent and End Homelessness
9. Ratify the changes to the fully executed Memorandum of Understanding (MOU) with the County of Ventura for the development and implementation of the Regionally Coordinated Homelessness Action Plan.



**Meeting Minutes**  
**Continuum of Care (CoC) Board**  
**Wednesday, February 14, 2024**  
**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 2:02pm.

**Board Members:** Stefany Gonzalez, Dawn Dyer, Mara Malch, Jack Edelstein, Pauline Preciado, Dr. Sevet Johnson, Paul Drevenstedt

**Absent:** Emilio Ramirez, Michael Nigh, Manuel Minjares, Kevin Clerici, Juliana Gallardo, Ingrid Hardy,

**Staff:** Alicia Morales-McKinney, Felipe Flores, Morgan Saveliff, Jennifer Harkey (online), Christy Madden (online)

2. **Board Comments:** Dawn shared that the Housing Trust Fund is hosting their annual meeting on Thursday, February 29<sup>th</sup> from 8:30am – 1pm in the Grand Salon at Cal State Channel Islands. Dawn shared that the meeting is an opportunity for the public to receive information on the Housing Trust Fund and to weigh in on priorities and programs. Dawn also shared that Cal Lutheran Center for Economic Research and Forecasting is hosting their 2024 Ventura County Economic Forecast Event on Wednesday, Feb 28<sup>th</sup> from 9-11am on campus in the Scherr Forum Theatre. Dawn lastly reminded the Board that March 5<sup>th</sup> is Primary Election Day and encouraged everyone to vote.
3. **CoC Staff Comments:** Alicia shared that the HHAP Round 5 allocation was received and explained the allocation was based off 2023 PIT numbers. Alicia shared that the CoC has been allocated 6.8 million for HHAP Round 5 which is a 1 million increase from last year's HHAP 4 allocation of 5.8 million. The application will be submitted on or before March 27<sup>th</sup>, 2024.
4. **Public Comments:** None

**Continuum of Care Governance Board Business**

5. **Approval of Board Minutes from January 10, 2024.**

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

6. **Receive an update on the Ventura County Project RoomKey.**

Felipe Flores provided the Board with an update on PRK. Felipe shared that since the beginning of the program in March 2020, almost 900 persons have been served and 59% have exited to positive housing destinations. Felipe shared that over 246,000 total motel nights have been provided and 1.3 million food boxes and meals were provided. Felipe shared that FEMA and CDSS funds previously used to fund the program have been expended, and special reserve funding is being used for the current extension that runs through mid-March 2024. Currently, 119 persons are sheltered in PRK, 48% of them are seniors, and all are highly vulnerable. The goal is for these participants to transition to HomeKey projects and other permanent housing destinations.

Pauline Preciado inquired if demographic data for PRK has been collected. Felipe explained that while demographic data was collected, because this was an emergency program, data may not have been

collected in full. Felipe explained that CoC staff does have the ability to review records and pull reports on demographic data. Board members inquired about exits and what can be expected for the remaining clients in PRK. Alicia and Felipe shared that many new developments are coming online and HomeKey projects will have a preference for PRK clients. CoC staff has been updating and reminding providers to case present clients for these opportunities so that clients can successfully transition to housing. Jack Edelstein inquired if exits for those not entering positive housing destinations are being tracked in the system. Alicia Morales-McKinney explained that PRK data is being tracked in HMIS and we are able to run reports with exit destinations. Case managers enter the exit destinations into HMIS when their clients exit to program. Jack Edelstein inquired if there is an estimated timeline for when units will come online and those remaining in PRK will exit. Felipe explained that many of the projects are estimated to come online this year and Dr. Johnson clarified that construction and projects delays can always happen so we cannot guarantee a specific timeline. Dawn Dyer requested a future update to the Board on projects that are currently in development so they have an idea of how many projects will be coming online. Dawn also highlighted the success of PRK in reducing COVID illness amongst those most vulnerable. Elizabeth R. Stone (attendee) also emphasized the importance of mental health and substance use treatment and how proper care could increase positive exits into housing.

**7. Receive an update from the Workgroup Engaging People with Lived Expertise.**

Elizabeth R. Stone provided a presentation overview of values and approaches used within the PLE workgroup (F.I.N.D.). Montoya Johnson, a member of F.I.N.D. shared his experience with homelessness. Montoya shared that he has been homeless for 21 years and stays in his car. Montoya highlighted the importance of public parking / safe sleep programs and suggested creating a program to provide trade school opportunities to help people move from the streets into trade work such as trucking.

**8. Receive a report on FY23 Department of Housing and Urban Development (HUD) Continuum of Care (CoC) funding awards.**

Alicia Morales-McKinney shared that our CoC was awarded \$3,726,301 for FY23 HUD CoC funding. Alicia shared our CoC was not awarded bonus funding but we did receive approximately \$300,000 more this round than last round in FY22. Alicia shared the project award breakdown with the Board. Alicia shared that once the scoring debriefing is received from HUD, CoC staff will return to the Board with feedback on scoring. Alicia lastly shared that the CoC will return to the Board at a future meeting for recommendations on CoC planning funds.

**Additional items not of the agenda:** none

Next meeting set for March 13<sup>th</sup>, 2024

Meeting adjourned at 3:23pm

March 13, 2024

VC CoC Governance Board

**SUBJECT:** Receive and file a report on FY23 U.S. Housing and Urban Development (HUD) Continuum of Care Program Competition Debriefing

**BACKGROUND:** On January 29, 2024, HUD announced the funding awards for the FY23 Continuum of Care Program. The Ventura County Continuum of Care (VC CoC) was successful in the award of all renewal projects submitted in the FY23 competition. HUD sent the attached debriefing scores on February 27, 2024 for review.

**DISCUSSION:** The Ventura County CoC's overall score in FY23 competition was 155. The median score for all CoCs was 151.5 out of 200 possible points. Our overall system performance for federal fiscal year 2022-23 continued to decline as the number of first-time homeless households and the length of time homeless has increased. Also, the number of people exiting to permanent housing destinations has been limited. The points available for system performance through HUD scoring has gradually increased over the past few years which places more emphasis on positive outcomes.

Areas for improvement as indicated by the Continuum of care Program Competition Debriefing provided by HUD include the following:

- **Bed coverage rate in HMIS:** VC CoC did not meet the goal of having 85% or more emergency shelter, transitional housing and supportive housing programs utilizing the HMIS system. These are non-CoC grant funded programs. VC CoC lost 1.5 points;
- **System Performance** (Lost 18.5 points out of 59)
  - **First Time Homeless:** the VC CoC Board has made a recommendation to prioritize homeless prevention and diversion strategies in 2023-24 (scored 2 out of 3 points);
  - **Length of Time Homeless:** the VC CoC needs more housing resources to effectively reduce the length of time people are experiencing homelessness (scored 5 out of 13);
  - **Placements in Permanent Housing:** the VC CoC had limited exits to permanent housing destinations (scored 7 out of 13 points);
  - **Returns to Homelessness:** the VC CoC had a higher rate of returns to homelessness in 2022-23; the VC CoC Board has prioritized the need for supportive services and peer support in 2023-24 (scored 2 out of 8 points);
  - **Job and Income Growth**—the VC CoC has been working to improve access to employment and non-employment income by leveraging resources for benefits and employment services (scored 3 out of 7 points)

The VC CoC scored well in the areas of coordination and engagement with federal, state, local, private, and other organizations, as well as improved the scoring for coordination with housing and healthcare from the prior year. The expansion of partnerships with CalAIM partners, Domestic Violence organizations, and Criminal Justice system partners has improved the overall coordination of services across Ventura County.

VC CoC Staff continue to strive for improved HMIS system utilization with non-CoC grant funded programs. Most recently, the State Homeless, Housing Assistance and Prevention (HHAP) Program has supported the expansion of new programs with local jurisdictions to onboard with HMIS. Additionally, the VC CoC Data Committee has been reviewing quarterly system performance reporting from HMIS to determine areas for improvement. Here are some of the upcoming grant funded programs that will make a positive impact on system performance:

- New homeless prevention programs through Oxnard College for Transitional Age Youth, Mercy House, and United Way of Ventura County;
- Expansion of countywide rapid rehousing through the County Human Services Agency and United Way of Ventura County to offer security deposits, rental assistance, and landlord incentives;
- New State Homekey permanent supportive housing units for chronically homeless households and transitional housing units for unhoused transitional age youth;
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March 13, 2024

CoC Governance Board

**SUBJECT:** Receive and file VC CoC Committee, Workgroups and Staff updates

**Housing & Services Committee:** This committee reconvened on January 17, 2024 with a diverse membership, including healthcare providers, shelter providers, transitional housing providers, supportive services providers, outreach providers, persons with lived expertise, behavioral health, and city partners. The committee is working to develop a Supportive Services Plan to provide standardized quality care, guidance for housing navigation and retention, and coordinate the appropriate caseload ratios for different subpopulations across all homeless services programs within the Ventura County Continuum of Care. The committee is reviewing best practices in other communities and using regional goals to guide our system of care. The next Housing and Services Committee meeting is scheduled for April 17, 2024, at 9:30am.

**HMIS Steering Committee:** Continuing to onboard programs onto HMIS, including the County of Ventura's Public Defender's Office. VC CoC staff continue to review the onboarding requests to ensure priority is given to the appropriate programs. HMIS staff is continuing to develop new online training modules to allow newly licensed users the ability to complete training remotely. The Vulnerability Assessment Tool (VAT) scoring threshold has been changed to align with the new assessment which was modified from the prior VI-SPDAT. Also, the Multi-Disciplinary Team (MDT) form was updated to include staff signatures.

**Data, Performance & Evaluation Committee:** The Data Committee reviewed and analyzed the latest quarterly System Performance Measures Report from the Homeless Management Information System (HMIS) to determine areas for improvement prior to the next annual HUD reporting deadline. The committee also reviewed the proposals for State Emergency Solutions Grant (ESG) and State Homeless, Housing Assistance and Prevention (HHAP) grants to develop recommendations for the VC CoC Board to review and approve. HHAP Round 5 proposals will be reviewed in the next few months, after the new Request for Proposals (RFP) is released. Recommendations on HHAP Round 5 will be brought to the VC CoC Board for consideration.

**Public Information and Outreach (PIO) Committee:** Expanding outreach through VC CoC social media to educate the public and raise awareness on homelessness issues. In addition to having a brief space for community partners to share their work on these issues or provide current updates for further dissemination, this committee will be incorporating stories of people with lived experience with the assistance of a Public Service Intern during the Spring 2024 semester. Additionally, Program infographics are being developed to educate the public on their progress, successes and outcomes. The next PIO meeting is scheduled for April 24, 2024, at 1:30pm.

**Veterans Case Conference Workgroup:** This workgroup is focused on ending Veteran homelessness in Ventura County by ensuring referrals are being made to the Veteran Affairs Supportive Housing (VASH) program, Supportive Services for Veteran Families (SSVF) and other local housing providers. This workgroup had an in-depth review of the Homeless Veterans By Name List (BNL) on February 26, 2024 with representation from Veteran service providers to coordinate connections to housing and services. Referrals to the VASH program are now being prioritized through this workgroup to ensure the most vulnerable homeless Veterans are connected to housing resources. The Veterans committee continues to meet on a bi-monthly basis utilizing a One Team approach and schedules in person meetings as needed to ensure continuity of care and coordination. The next in person meeting is scheduled for March 19, 2024.

**Youth Collaborative Workgroup:** Over 20 youth providers participate in this workgroup. These providers ensured that unaccompanied homeless youth were counted in the 2024 Homeless Count surveys on January 24, 2024.

**Staff:** VC CoC staff attended the 2024 National Alliance to End Homelessness (NAEH) Conference March 4 – 6 in San Francisco. Best practices were shared from experts on shared housing approaches, partnering with agencies in criminal justice, data driven decision making, new technology to improve system performance, incorporating people with lived experience, advancing racial equity and building a housing focused system. Staff will be bringing items to the CoC committees to discuss the best practices and provide recommendations to the VC CoC Board at a later date.

March 13, 2024

CoC Governance Board

**SUBJECT:** Receive and File a Report on Actions of the Ventura County Board of Supervisors  
Implementing Recommendations from the LeSar Updated Plan to Prevent and End  
Homelessness

**Background:** On [January 10, 2024](#) the CoC Board received a presentation on the LeSar Updated Plan to Prevent and End Homelessness. It was reported that the County Executive Office would be returning to the Board of Supervisors with specific actions to implement the recommendations contained within that plan. This report summarizes actions taken by the Board of Supervisors on February 27, 2024.

**Discussion:** At their regular meeting on February 27, 2024 the County Executive Office, in collaboration with various County agencies, presented a series of recommendations designed to implement improvements to the homelessness system in our County. These recommendations resulted from LeSar's qualitative and quantitative analyses and included data analysis, surveys and in-person interviews.

The actions of the Ventura County Board of Supervisors reflect the Board's commitment to addressing the entrenched issue of homelessness including an invitation and expectation that others step up to be part of the solution by aligning actions and policies necessary to make homelessness rare, brief, and non-recurring. An unprecedented investment in resources, from grants and County funding, are being deployed to enhance communication, collaboration, and vision not only within the County family, but also with our community and government partners.

The County approved the creation of fifteen full-time positions across various departments, including the Human Services Agency (homelessness prevention and HMIS), County Executive Office (Homelessness Solutions and Housing Solutions Directors), and Sheriff's Office (expansion of the Homeless Liaison Unit to the unincorporated areas of the County). These positions will bolster the County's capacity to address homelessness effectively and efficiently, with an increasingly coordinated and agile approach.

In addition to creating these new positions, the Board directed an expansion of Fair Housing initiatives to impede illegal evictions and discriminatory practices in both renting and homeownership; directed the Human Services Agency to pursue HHAP-5 funding for Homelessness Prevention; advised agencies and collaborative partners to coordinate with the new Homelessness Prevention position to standardize multi-disciplinary teams for unsheltered homelessness response. Additionally, the Board received information on the life-cycle cost of various shelter and housing solutions, agreeing to take that information into consideration as they implement the LeSar Study recommendations for ratio investments (for every 1 shelter bed created, 10 households are assisted with homelessness prevention and 4 permanent housing units are created).

The complete listing of the actions adopted by the Board of Supervisors is attached as Exhibit 1.



Exhibit 1 - Summarized Recommendations

Reference Program		Recommendation	Cost/Next Steps	Potential Funding Sources	One-Time County	Ongoing - County	One-Time Costs - Grants	Ongoing- Grants
ACTION AREA 1 - HOUSING PRIORITIZATION AND FUNDING								
1-A	10:1:4 Ratio	Establish policy that implements the ration - for every new unit of emergency/interim shelter there's investments in 4 permanent housing units and 10 households are assisted with homeless prevention funds.	Ensure that any request for additional funding for interim/emergency shelter considers investments/availability of both permanent housing and homelessness prevention.	Covered by existing resources		\$ -	\$ -	\$ -
1-B	Shelter Investments	Consider collaborating with existing, and requiring new, emergency shelter cost-sharing agreements to align with the 10-1-4 ratio for the creation of affordable housing projects to provide a path for shelter participants to exit to.	Evaluate commitments of existing partners to developing housing units appropriate for shelter participants to exit to.	Covered by existing resources		\$ -	\$ -	\$ -
1-C	Permanent Source	Advocate for permanent funding to support the development of affordable and extremely affordable housing.	Monitor and advocate for new and ongoing funding to support the development of new housing.	Covered by existing resources		\$ -	\$ -	\$ -
1-D	Homeless Prevention	Provide homeless prevention assistance, addressing obstacles to enhance program effectiveness including: Allow earlier intervention Provide short-term (rather than one-time) help Allow exceptions for units being over FMR	2.0 new HSSW FTEs @ \$124,291 each 250 HH @ \$7,525 each w/6 mos. Case management 250 HH @ \$1,000 each flexible subsidy Total Cost: \$2,628,414	HHAP-5 - HSA to be directed to apply for 2 years of HHAP-5 to cover these costs. Additional resources to be pursued for program continuation pending continued positive outcomes.		\$ -		\$ 1,314,207
1-E	Fair Housing Services	Establish a local program to address fair housing issues including, but not limited to: Housing discrimination complaints Illegal rent increases Education and outreach Tenant/landlord issues Work with Public Defender, Planning Departments, local cities, legal aid organizations, swap meet justice and self-help attorneys to seek proposals to meet local need.	Total estimated cost for countywide local program, including legal services estimated at \$200K/year. Issue an RFQ for local provider, invite cities to participate financially in regional program to satisfy HUD Fair Housing conditions and implement recommendations contained in housing elements	CDBG Administrative revenues and Housing Element compliance (county + participating cities, planning departments). Current revenues without City of Ventura is \$92,680. Should new program be pursued, Ventura would be invited to participate, potentially increasing grant revenues for program support.		\$ 100,000	\$ -	\$ 100,000
1-F	Wrap-Around Services for PSH	Ensure that commitments for permanent supportive housing include sufficient service support for housing retention and client success	Cost dependent upon number and type of housing units. Affirm existing policy supporting new housing that relevant supportive services are funded and consider augmenting as needed.	Competitive resources include: HHAP, PLHA, CDBG Public Service Funding		\$ -	\$ -	\$ -

Exhibit 1 - Summarized Recommendations

Reference	Program	Recommendation	Cost/Next Steps	Potential Funding Sources	One-Time County	Ongoing - County	One-Time Costs - Grants	Ongoing- Grants
ACTION AREA 2 - REGIONAL COORDINATION AND LEADERSHIP								
2-A	Homelessness Solutions Director	Create a position to serve as the regional coordinator and community collaborator to address homelessness. This position will be responsible for briefing leadership on strategies and opportunities, implement recommendations in the Updated Plan, provide strategic guidance, and coordinate program budgeting with the CEO.	\$261,371 - Hire a Deputy Executive Officer to fill this role.	HHAP Admin could cover two years' expense. Requires approval by CoC Board.		\$ -	\$ -	\$ 267,371
2-B	Housing Solutions Director	Create a position to facilitate development of housing countywide, with a focus on best practices, equity, and communities with greatest need; advocate for permit streamlining, increasing availability of financing to support PSH, housing for special populations and the 'missing middle'.	\$227,925 - Hire a Program Management Analyst to fill this role.	A small amount of support could come from existing grants (maybe \$10K/year) but most of this work isn't billable to grant programs.		\$ 207,925		\$ 20,000
2-C	Ad Hoc Coordinating Committee	Encourage executive-level staff from agencies serving persons at risk of or experiencing homelessness to collaborate thereby minimizing system gaps, overlaps and identifying obstacles to improved coordination and service delivery.	Homeless Solutions Director may serve as working group coordinator	Covered by existing resources		\$ -	\$ -	\$ -
ACTION AREA 3 - OUTREACH AND SERVICE DELIVERY								
3-A	Coordination of Multi-Disciplinary Teams	There are numerous staff who, as part of their jobs, provide outreach and engagement to encampments. Under ambulatory care in HCA, they have outreach and engagement teams through Backpack Medicine and One Stops. The Human Services Agency responds as needed to issues as they arise, and Watershed Protection District staff address encampments to ensure ecosystem restoration, which requires outreach and engagement prior to any clearance. This recommendation requests that these staff (along with an expansion to the Sheriff Homeless Liaison Unit presented in 3-B below) commit to coordinating with guidance from CEO, without relinquishing supervision or autonomy to control their operations, to deliver services to areas with greatest need, providing consistency and transparency in encampment response.	Following the identification of goals and objectives, dedicate on an as-needed basis existing positions and new HLU positions to coordinate unsheltered homeless response under guidance of CEO: HCA - WPC CSW HCA - BHD RISE CSW HCA - BHD ADP CSW HCA - Public Health CHWs, PHNs HSA - Homeless Svs. CSW PWA - WPD Staff Services Specialist Sheriff - Homeless Liaison Unit	Costs covered by existing and proposed new HLU positions in recommendation 3-B below.	\$ -	\$ -	\$ -	\$ -

Exhibit 1 - Summarized Recommendations

Reference	Program	Recommendation	Cost/Next Steps	Potential Funding Sources	One-Time	One-Time Costs		
					County	Ongoing - County	Grants	Ongoing- Grants
3-B	Sheriff Homeless Liaison Unit	Expand the Sheriff's Homeless Liaison Unit to cover the unincorporated area. The function of the HLU is to improve the quality of life for people experiencing homelessness; reduce both calls for service and the use of investigative resources; collaborate with local and private entities including BHD, the Ventura County CoC, HSA, PWA, and other county partners/stakeholders. HLUs also provide security for directed Outreach Programs such as Backpack Medicine and Public Works services, organizes the clean-up of homeless encampments, enforces local ordinances and laws, and conducts operations related to storm and fire notifications and evacuation; conducts vulnerable population surveys to assist the Sheriff's Crime Analysis Unit in tracking and data collection; conducts follow-up and investigates criminal matters related to homeless/vulnerable population; attends various homeless organization meetings to stay updated on prevention, intervention, homeless related trends, policies, laws, and crisis issues; and collaborates with allied agencies and Homeless Taskforce Teams regarding clean-up of abandoned, excessive, or discarded homeless related encampments and property.	New Positions: 8 Deputy Sheriff @ \$209,407 2 Sergeants @ \$287,814 Annual Operating: \$163,575 One-Time Costs: 24,400		\$ 171,000	\$ 2,414,459		
3-C	PSH Services Support	Adopt and incorporate recommendations being developed by the CoC to standardize the system of care for persons in supportive housing ensuring social worker caseloads are objective and catered to client needs.		Opioid settlement and/or cannabis funds for persons with substance use issues, CalAIM for qualified individuals.		\$ -	\$ -	\$ -
ACTION AREA 4 - DATA DRIVEN DECISION-MAKING								
4-A	HMIS System Provider	Pursue new vendor for HMIS as the current provider has morphed into a health-care based system and isn't focused on homelessness.	\$24,400 one-time cost for system upgrades: Annual: HS Program Assistant II - \$104,299	CoC Planning Grant funding for first year may cover one-time costs - \$24,400. Requires CoC Board approval.		\$ 104,299	\$ 24,400	\$ -
4-B	Regular Reporting	Establish a dashboard, updated regularly, to report program outcomes for policy-maker and public transparency.	When pursuing a new vendor, factor in system capacity to export data for this purpose.	Included with new vendor contract.		\$ -	\$ -	\$ -
4-C	Housing/Shelter Investments	Consider lifecycle costs when making investments in shelter and housing	Evaluate information presented below depicting anticipated costs based upon local and researched data	Potential new permanent source, general funds, grant resources				

Exhibit 1 - Summarized Recommendations

Reference Program		Recommendation	Cost/Next Steps	Potential Funding Sources	One-Time County	Ongoing - County	One-Time Costs Grants	Ongoing- Grants
ACTION AREA 5 - REPRESENTATION AND INCLUSIVITY								
5-A	Lived Experience Inclusion	Continue to embrace and expand upon the incorporation of persons with lived experience in formulating recommendations and implementing programs for persons at-risk or experiencing homelessness.	Compensate persons for their participation	First year CoC Planning Grant +\$90,000. Requires CoC Board approval.		\$ -	\$ 90,000	\$ -
					\$ 171,000	\$ 2,826,683	\$ 114,400	\$ 1,701,578
FY 23-24* \$					356,970	\$ 171,000.00		\$ 185,969.50
FY 24-25 \$					4,642,661	\$ 2,826,683.00	\$ 114,400.00	\$ 1,701,578.00

\*Ongoing grants cover .25 annual costs for staffing in 1-D, 2-B and 2-C



VENTURA COUNTY  
**CONTINUUM OF  
CARE ALLIANCE**

ENDING HOMELESSNESS  
IN VENTURA COUNTY

Ventura County Board of Supervisors' Actions of February 27, 2024

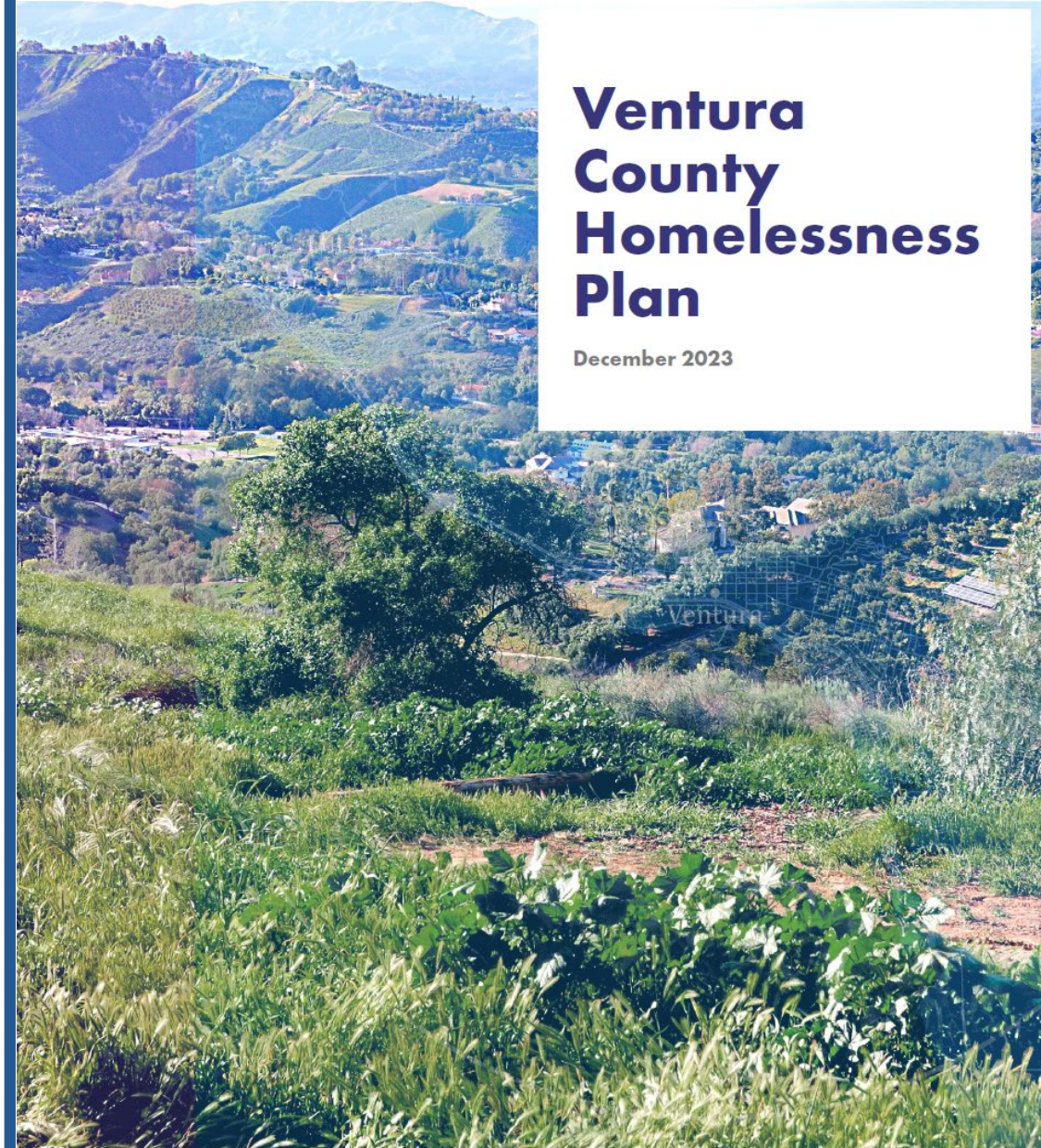
Actions to Impalement

The Updated Plan to Prevent and End Homelessness

# Ventura County Homelessness Plan

## *Next Steps*

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



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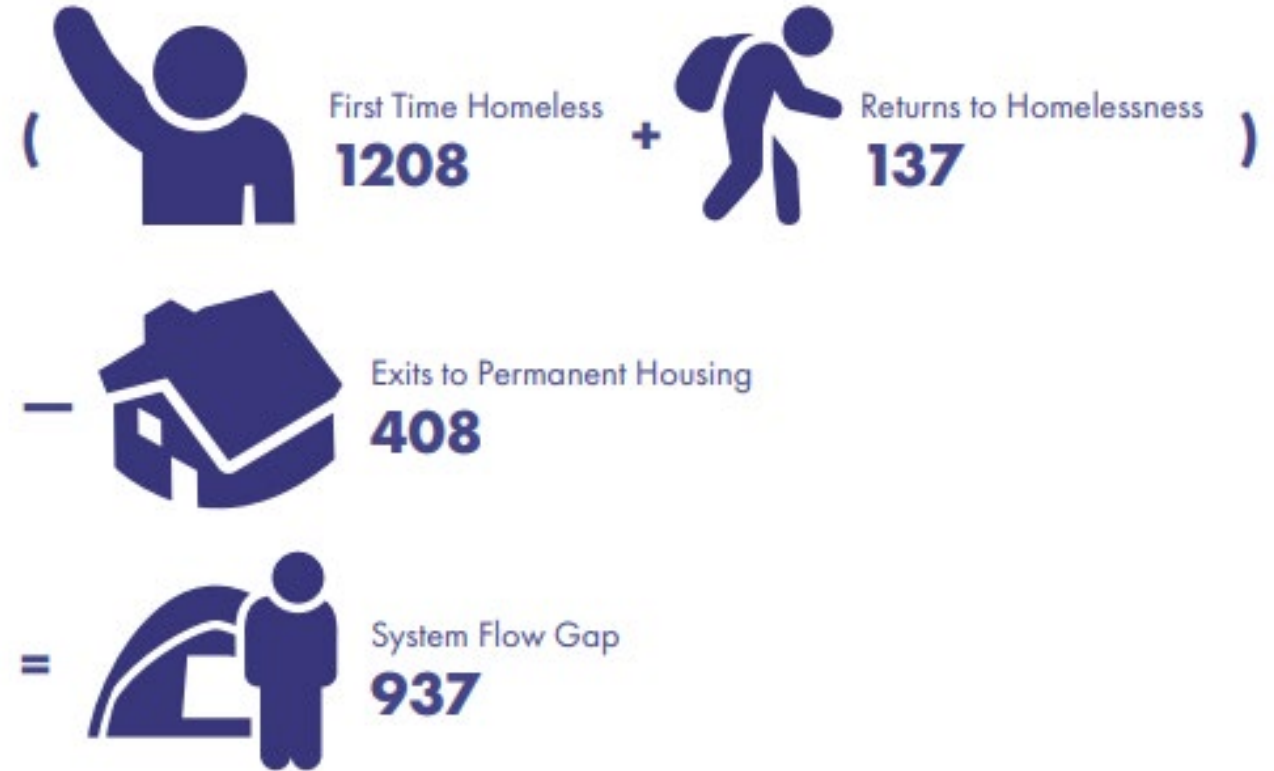
# System Flow Imbalance in Ventura County

*(First Time Homelessness +  
Returns to Homelessness)  
– Exits to Permanent Housing*

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## System Flow Gap

(based on 2022 data)



# Ventura County Homelessness Plan

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



1. Utilize a 1:4:10 ratio
2. Align shelter investments with ratio
3. Permanent funding source to support affordable housing development
4. Homeless prevention assistance
5. Fair housing services
6. Wrap-around services for Permanent Supportive Housing (PSH)



# HOMELESSNESS PREVENTION

Proposed HSA Program with Homeless Housing Assistance Program - 5 Funding



- Prevention and Housing High Priorities
- Recommend HSA applies for up to \$2.6M to support, for 2 years:
  - 2 new Homeless Services Social Workers - 6 mos. case mgt./HH
  - Assisting 250 HH @ \$7,525 each with rental assistance
  - Flexible subsidies to assist 250 HH @ \$1,000 each
- FY 23/24 reports 98% HH remained stably housed with RRH and HP assistance

# Tenant Protections/Right to Counsel

- Housing Rights Center of LA provides Fair Housing Services as required to access HUD funding
- Housing Elements increasingly require testing for discrimination
- Expand and enhance program to include:
  - Housing discrimination
  - Tenant/landlord complaints
  - Illegal evictions/rent increases
  - Access to legal services
- Work with self-help, legal aid and Public Defender to establish services to meet local need



# Ventura County Homelessness Plan

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



1. Currently recruiting for a Homelessness Solutions Director
2. Currently recruiting for a Housing Solutions Director
3. Ad Hoc Coordinating Committee

# Coordination and Collaboration

## Homelessness Solutions Director

- Community & Regional Collaboration
- Leadership & Reporting
- Program Development & Implementation
- Strategic Planning & Oversight
- Representation & Advocacy
- Encampment Response & Community Engagement
- Collaborative Committees

## Housing Solutions Director

- Resource Development
- Policy Development & Evaluation
- Land Utilization
- ProHousing Designations
- Innovative Housing Typologies
- Equitable Distribution
- Collaboration & Coordination
- Supervision & Grant Management



# Ventura County Homelessness Plan

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



1. Coordination of Multi-Disciplinary Team (MDT) outreach
2. Sheriff Homeless Liaison Unit Expansion
3. Permanent Supportive Housing (PSH) Services Support

# MULTI-DISCIPLINARY TEAMS

Participating County  
Agencies

Extensive collaboration and  
coordination with cities and  
community partners



# VENTURA COUNTY HOMELESS LIAISON UNIT

Expansion to the Unincorporated Area



## Functions Include

- Improving quality of life for persons experiencing homelessness
- Reducing calls for service and investigative resources
- Providing security for directed outreach staff
- Organizing cleanup of encampments once vacated
- Conducting vulnerable population surveys
- Attending meetings to educate and inform the public and partner agencies
- Enforcing local ordinances

# Ventura County Homelessness Plan

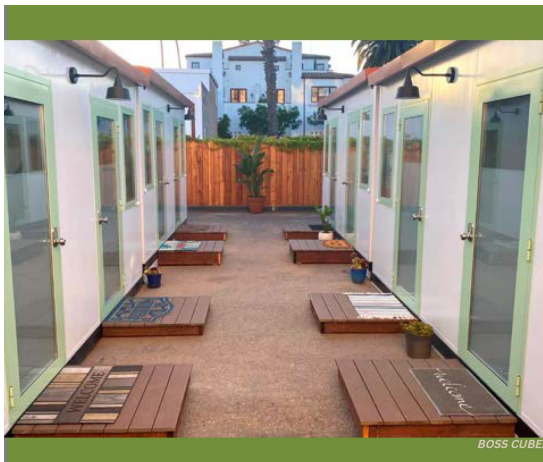
1. Action Area 1: Housing Prioritization & Funding
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4. Action Area 4: Data-Driven Decision Making
5. Action Area 5: Representation & Inclusivity



1. Homeless Management Information System (HMIS) vendor upgrades
2. Regular reporting on a dashboard for public transparency
3. Housing and shelter investments based on local data



# Non-Congregate Emergency Shelter/Interim Housing





# Alternative PSH Tiny Homes

LifeArk



Champion Homes  
(Mesa)



# Traditionally Built Housing

Ormond Beach Villas



Willett Ranch



# Development and Soft Cost Ranges

65 Units - No Site Development Costs					
Housing/Shelter Type	Notes	One Time Capital Cost	10-Year Operating Cost	Total 10-Year Investment	Avg. cost/unit/yr
Interim Shelter - LifeArk or similar <sup>1</sup>	Assumes free land	\$ 4,294,615	\$ 24,050,000	\$ 28,344,615	\$ 43,607
Alternative PSH (LifeArk or similar with kitchens and baths) <sup>2</sup>	Assumes free land	\$ 8,385,000	\$ 4,667,650	\$ 13,052,650	\$ 20,081
65 units traditional PSH (traditional build or modular) <sup>3</sup>	Integrated into community, scattered site, restricted for 55 years	\$11,933,090	\$ -	\$ 11,933,090	\$ 18,359
Agreements with Housing providers to subsidize 65 units for PSH <sup>4</sup>	Units available as vacancies occur; subsidy based upon 60% AMI and \$3,100/unit for supportive services	\$ -	\$ 10,907,000	\$ 10,907,000	\$ 16,780

# LIFECYCLE COST – SHELTER AND HOUSING

(All scenarios presume 65 units)

	One-Time Capital Costs	10-Year Operational Gap	Total 10 Year Investment	10 yr. Cost/Unit	Pros	Cons	Comments
Interim Shelter (LifeArk or similar)	\$ 4,294,615	\$ 24,050,000	\$28,344,615	\$ 43,607	<ul style="list-style-type: none"> <li>• Relatively fast development (12-24 mos.)</li> <li>• Lower up-front cost</li> <li>• Reduces unsheltered homeless</li> </ul>	<ul style="list-style-type: none"> <li>• Most expensive lifecycle cost</li> <li>• Participant stays are temporary (ideally less than 24 mos.)</li> <li>• No reduction in total homelessness</li> </ul>	Assume public or donated land, an average capital cost of \$66k and \$37K unit operational cost/unit/year. Excludes site development and soft cost as these are site-specific.
Alternative PSH - Tiny Home with kitchens and baths	\$ 8,385,000	\$ 4,667,650	\$13,052,650	\$ 20,081	<ul style="list-style-type: none"> <li>• Relatively fast development (12-24 mos.)</li> <li>• Lower up-front cost</li> <li>• Reduces homelessness by creating permanent housing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced density relative to traditional housing options</li> </ul>	Assumes public or donated land, an average capital cost of \$129k and \$7.2K operational cost/unit/year. Excludes site development and soft cost as these are site-specific.
Traditionally Built PSH	\$11,933,090	\$ -	\$11,933,090	\$ 18,359	<ul style="list-style-type: none"> <li>• Units dedicated for a minimum of 55 years</li> <li>• Operational costs included in County investment</li> <li>• Integrates population into the community</li> <li>• Opportunity to serve entire County</li> </ul>	<ul style="list-style-type: none"> <li>• Longer time-horizon for creation of units - estimated 2-5 years depending upon project</li> <li>• Timing dependent upon development pipeline</li> </ul>	Estimate reflects County's average investment in traditional affordable housing of \$183,585/unit in PSH, leveraging an average cost/unit of ±\$722K/unit in our current cycle, and \$576K/unit over the past 5 years. This investment supports development of the entire project, including site development and soft costs excluded from interim/alternative PSH. PSH created among multiple projects, with smaller numbers of PSH incorporated into larger affordable housing complexes.
Agreements w/housing providers to convert affordable units to PSH	\$ -	\$ 10,907,000	\$10,907,000	\$ 16,780	<ul style="list-style-type: none"> <li>• Least expensive option for creation of new dedicated PSH units</li> <li>• Integrates population into the community</li> </ul>	<ul style="list-style-type: none"> <li>• No control over timing of unit availability</li> <li>• Does not result in net increase in # units</li> </ul>	The subsidy based upon the difference between affordable one-bedroom rent for HH at 60% AMI less what a single person living on social security could afford. An additional subsidy of \$3,100 per unit per year added for housing provider to provide supportive services.



# Ventura County Homelessness Plan

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



1. Prioritize lived experience inclusion in planning and decision making
2. Compensation for participation through Continuum of Care grant funding

# IN SUMMARY

- Unprecedented investment to address the entrenched issue of homelessness and housing - \$2.836M/annually
- Creation of 15 full-time positions across Sheriff, Human Services Agency and CEO
- Homelessness and Housing Solutions Director positions enhance opportunity to collaborate with cities and community partners with additional staff resources.
- Recommendations aligned with CoC policies to make homelessness rare, brief and non-recurring

March 13, 2024

VC CoC Governance Board

**SUBJECT:** Ratify the changes to the fully executed Memorandum of Understanding (MOU) with the County of Ventura for the development and implementation of the Regionally Coordinated Homelessness Action Plan.

**BACKGROUND:** A Memorandum of Understanding (MOU) must be submitted with the HHAP 5 application and must be signed by each participating applicant committing to participate in and comply with the Regionally Coordinated Homelessness Action Plan. The MOU is required to be executed before March 27, 2024.

**DISCUSSION:** On January 10, 2024, the CoC Board authorized the Chair to sign an MOU for the HHAP 5 grant application. Subsequent to that approval, and prior to approval by the Ventura County Board of Supervisors on February 27, 2024, the format of the MOU was revised to align with traditional MOU structures. The content and intent of the document remains unchanged.

The original MOU approved by the CoC Board is included as Exhibit 1 and the fully executed version between the CoC and the County is attached as Exhibit 2.

**RECOMMENDATION:** Ratify the Chair's signature on the revised the Memorandum of Understanding attached as Exhibit 2.

Attachments:

- Exhibit 1: Original MOU approved by the CoC Board on January 10, 2024
- Exhibit 2: Final MOU executed between the CoC and the County of Ventura



# **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

# **Memorandum of Understanding**

## **Ventura County Regionally Coordinated Homelessness Action Plan**

**January 10, 2024**

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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.

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

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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.

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7. **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  
Dawn Dyer, Chair of the VC CoC Board  
855 Partridge Dr.  
Ventura, CA 93009

To:  
County of Ventura  
Chair of the Board of Supervisors  
800 South Victoria Avenue  
Ventura, CA 93003

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.

8. **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.



9. **Assignment.** The parties may not assign this MOU or the rights and obligations hereunder without the specific written consent of the others.
10. **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.
11. **Amendments.** This MOU may be modified in writing only, signed by the Parties in interest at the time of the modification.
12. **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.
13. **Survival.** The obligations of this MOU, which by their nature would continue beyond the termination of the MOU shall survive termination of this MOU.
14. **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.
15. **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.
16. **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.

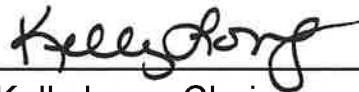
IN WITNESS WHEREOF, the Parties have caused this MOU to be executed by their respective governing officials duly authorized by their respective legislative bodies.

Continuum of Care

County of Ventura



Dawn Dyer  
Ventura County Continuum of Care

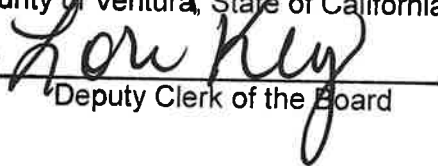


Kelly Long, Chair  
Ventura County Board of  
Supervisors



ATTEST: DR. SEVET JOHNSON  
Clerk of the Board of Supervisors  
County of Ventura, State of California

By:

  
Deputy Clerk of the Board