VENTURA COUNTY CONTINUUM OF CARE ALLIANCE | ENDING HOMELESSNESS IN VENTURA COUNTY

Meeting Agenda
Continuum of Care (CoC) Board
Wednesday, March 13, 2019
1:00pm-2:30pm

Ventura County Office of Education Administration
5100 Adolfo Road, Camarillo Room
Camarillo, CA

1. Call to Order

2. Approval of Minutes of the meeting of Governance Board held Wednesday, January 9, 2019

3. Board/Staff Comments

4. Public Comments:

Continuum of Care Governance Board Business

5. Receive and file a report on FY18 Continuum of Care NOFA funding awards.

6. Approval of nomination of Mara Malch with City of Simi Valley to fill CoC Board vacancy.

7. Receive and approve Ventura County 2019 Homeless Count and Subpopulation Survey report to be submitted to the United States Department of Housing and Urban Development (HUD) no later than April 30, 2019.

8. Authorization to apply for the California Department of Housing and Community Development (HCD) Technical Assistance for Homelessness Program System Improvements.

Meeting Minutes
Continuum of Care (CoC) Board
Wednesday, January 9, 2019
1:00pm-2:30pm

Ventura County Office of Education
5100 Adolfo Road (Hueneme Room)
Camarillo, CA

1. Call to Order. CoC Board Vice Chair, Kevin Clerici, called the meeting to order at 1:05pm.
   Attendees:

   Board members: Carolyn Briggs, Kevin Clerici, Dawn Dyer, Susan Englund, Pam Marshall, Michael Nigh, Drew Powers, Mike Powers, Carmen Ramirez, Nancy Wharfield

   Staff: Tara Carruth, Amy Duganne, Christy Madden

   HMIS Staff: Marissa Mach, Tisha Maeda, Alicia Morales

   Absent: Manuel Minjares (excused), Mike Taigman (excused)

   Public Attendees: Hilary Carson (VCBH), Mark Alvarado (Oxnard), Mara Malch (Simi Valley), Nicholas Birck (HACSB), Audra Strickland,

2. Approval of Minutes of the meeting of Governance Board held November 14, 2018.

   Minutes unanimously approved. Motion by Michael Nigh, seconded by Mike Powers. Drew Powers abstained.

3. Board/Staff Comments:
   - Tara Carruth announced that CoC staff are having difficulty finding space for the CoC Alliance meeting on January 17th which typically has 50 people in attendance. Mark Alvarado and Carmen Ramirez offered to check on room availability at the City of Oxnard. During the meeting, Carmen confirmed that the Oxnard HR meeting room has been reserved. Thank you to the City of Oxnard!
   - Tara also mentioned the concern about program impacts due to the federal shutdown. Senator Feinstein's office has sent a request for feedback to highlight any specific programs being affected. There have been no responses from HUD on recent inquiries and no updates on the CoC NOFA.

4. Public Comments: None

Continuum of Care Governance Board Business

5. Closed Session Review of HMIS Lead Agency.

   Board members reviewed and discussed the documentation provided by the HMIS Lead Agency. After the review, Board members invited the HMIS staff back to advise on the

following items:

- The Board requests to receive a data analysis report on a regularly scheduled basis, either monthly or quarterly, to review any challenges and progress.
- The Board would like a specific template provided to determine the appropriate data that should be provided regularly, in accordance with policy and HUD requirements.
- The Board expressed thanks to the HMIS Lead Agency for going above and beyond. The Board unanimously agrees to continue with the Human Services Agency as the designated provider.

6. Authorization for the HMIS Lead to apply for the U.S. Department of Housing & Urban Development's HMIS Capacity Building NOFA.

   The HMIS Lead Agency has requested authorization to apply for this one-time funding to build capacity through training and technical assistance. Marissa Mach, HSA Deputy Director, explained that the HMIS team currently has 7 staff members to assist with HMIS technical assistance, reporting, training, licensing and other associated tasks. The number of HMIS partners and licensed users has increased significantly over the past year. Marissa clarified that this grant NOFA allows an application up to $150k and the intent is to improve data quality, expand training and build capacity.

   Tara Carruth informed the Board that communities who have not yet implemented their HMIS and CES will be given priority for this NOFA; however, there may still be funding available for us to build capacity.

   Tisha Maeda, HMIS Administrator, expressed that the HMIS team and all HSA staff truly value the mission of the work being done. Alicia Morales, CES Pathways to Home Coordinator, thanked all of the partners for their work.

   Marissa Mach also mentioned that a local Coordinated Entry System (CES) video has been created to reflect local data and will be updated on a quarterly basis. The current video is posted on the CoC website at www.venturacoc.org on the Pathways to Home page.

   Unanimous approval to apply for the HMIS Capacity Building NOFA. Moved by Drew Powers and seconded by Nancy Wharfield.

7. Ratification of CoC Board membership, review of filling unscheduled vacancy and selection of Board Chair and Vice Chair.

   CoC staff gave an overview of the current Board terms and requested nominations for the remaining vacant seat. Staff have reached out to the City of Simi Valley and the full CoC Alliance for membership nominees but have not yet received any formal nominations. Vice Chair Kevin Clerici thanked the following Board members for stepping up to continue in their Board roles: Carolyn Briggs, Manuel Minjares, Pam Marshall, Carmen Ramirez, and Nancy Wharfield.

   The Board voted unanimously on the nominations for Mike Taigman to continue as Board Chair and Kevin Clerici to continue as Vice Chair.

Unanimous approval on board membership. Moved by Mike Powers and seconded by Dawn Dyer.

8. Approval of the 2019 Point in Time Homeless Count and Subpopulation Survey Implementation Plan.

   The count will take place on the night of January 21, 2019 (sheltered count) and the morning of January 22, 2019 (unsheltered/street count). We will continue to use the Simtech Solutions mobile app called "Counting Us" for the survey data collection. We are looking into the capability of offering volunteer registration through Simtech Solutions next year as well.

   CoC staff have been recruiting volunteers via email, social media, flyers, posters and news media outreach. This year we released a Spanish flyer and Spanish news media release to expand the outreach to the Spanish-speaking community as well. CoC staff requested help from the Board, partners and public to spread the word for more volunteers.

   Local law enforcement will be assisting with the city counts as well as the encampments, in coordination with service providers. Service site locations can count and survey individuals up to seven days following the night of the count.

   The Board unanimously approved the 2019 Homeless Count Implementation Plan as presented. Moved by Carmen Ramirez and seconded by Dawn Dyer.

9. Review and approval of the Ventura County Plan to Prevent and End Homelessness.

   Board members reviewed updates to the draft plan. CoC staff explained the public input and recommendations which included suggestions for sharing with the broader community. CoC staff have met with the Ventura County Civic Alliance Chair to discuss outreach through community forums which is in the planning phase.

   Ventura County Behavioral Health and the Behavioral Health Advisory Board were also consulted for input and feedback on this plan, specifically in regards to the No Place Like Home requirements with State funding.

   Mike Powers moved to approve the Plan and seconded by Carolyn Briggs. All in favor. The Plan will go to the Board of Supervisors on January 15, 2019 for review and approval. CoC staff will also include the Plan on the CoC Alliance agenda.

10. Receive and file an update on countywide winter shelter programs and ongoing planning for year-round sheltering options.

    Board members thanked the City of Oxnard staff for opening the homeless shelter at the Armory building. Mark Alvarado, Oxnard Homeless Assistance Coordinator, explained that the shelter is currently operating as a foul weather model, as of Friday, January 11th and the city anticipates opening the 24/7 Temporary Emergency Shelter shortly. This is in coordination with the County, City of Oxnard and City of Ventura. Amanda Herrera, who was formerly with St. Vincent de Paul, has been hired as the full-time manager of the Oxnard shelter. Mark Alvarado thanked the County staff and HMIS staff for their

assistance during the shelter opening. Mark also shared his appreciation for the City of Ventura's involvement, including their newly hired program manager, Meredith Hart.

Meredith Hart, City of Ventura Safe & Clean Program Manager, stated that the agreement with Mercy House for the 24/7 year-round shelter program should be finalized in the next few weeks. Renovations have begun at the county building at 2323 Knoll Drive in Ventura.

CoC staff also highlighted several seasonal shelters operating in the Conejo Valley, Ojai, Santa Paula and Simi Valley. These programs are sheltering residents of those cities. All residents in other areas should be referred to the Oxnard shelter. Data will be collected from each of these programs for the Point-in-Time Count, Housing Inventory Count and the Annual Homeless Assessment Report.

11. Receive and file a report on the new Longitudinal Systems Analysis (LSA) Report to meet U.S. Housing & Urban Development reporting requirements for the Continuum of Care program.

CoC staff explained that the LSA report will provide more community-level information on people and households served by the CoC projects and programs each year through HMIS based reporting. This data will include subpopulation data and housing outcomes for those who exit the homeless services system, by capturing the "move-in date". VC HMIS staff worked with the HMIS vendor and CoC lead to make adjustments and correct missing data elements prior to submitting. CoC staff submitted the LSA report to HUD on November 28, 2018 with zero warnings, prior to the HUD deadline of December 14, 2018. We are waiting to hear feedback from the HUD Technical Assistance provider on the LSA submission. CoC staff will update the Board once confirmed.

Meeting adjourned. Next meeting on February 13, 2019 at 1:00pm at Ventura County Office of Education, 5100 Adolfo Rd, Camarillo Room.

VENTURA COUNTY CONTINUUM OF CARE ALLIANCE
ENDING HOMELESSNESS IN VENTURA COUNTY

March 13, 2019

CoC Governance Board

SUBJECT: Receive and file a report on FY18 Continuum of Care NOFA funding awards.

BACKGROUND: On January 26, 2019, the Department of Housing and Urban Development announced the funding awards for the FY18 Continuum of Care NOFA.

DISCUSSION: Ventura County Continuum of Care was successful in obtaining renewal funding for all projects submitted for renewal. The CoC's overall score was 178.25. The highest score in the country was 190 and the mean score was 160.
The VC CoC was awarded funds for a permanent supportive housing project that was reallocated from Community Action of Ventura County to Salvation Army during the FY18 competition. The VC CoC was not awarded Domestic Violence bonus projects that were applied for in this competition. HUD will provide additional information about the DV Bonus applications prior to the FY19 CoC grant competition which will include another round of DV bonus funding.

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

- **Bed coverage rate in HMIS**. Ventura County CoC does not meet the goal of having 85% or more emergency shelter, transitional housing and supportive housing programs in HMIS.
- **System Performance**
  - **First Time Homeless**—the CoC needs a strategy to reduce the number of persons becoming homeless for the first time;
  - **Length of Time Homeless**—the CoC needs resources and strategy to reduce the length of time persons/families are experiencing homelessness;
  - Returns to Homelessness—the CoC needs an improved strategy to reduce the rate of returns to homelessness;
  - **Job and Income Growth**—the CoC needs an improved strategy to increase access to employment and non-employment income and connect persons experiencing homelessness to employment opportunities

FY18 CoC Application Objectives include:

1. Addressing the safety needs of domestic violence, dating violence, sexual assault, and stalking survivors. This includes coordination with victim services providers.
2. Identify steps to encourage public housing authorities to adopt homeless admission preferences and a move on strategy.
3. Address the needs of Lesbian, Gay, Bisexual, Transgender (LGBT) individuals and their families experiencing homelessness.
4. Implement a CoC-wide anti-discrimination policy and conduct training on the Equal Access Final Rule and Gender Identity Final Rule.
5. Ongoing education and outreach to reduce criminalization of homelessness.

6. Expand access points for Coordinated Entry to cover the entire CoC geographic area.
7. Ensure severity of needs and vulnerabilities are considered when reviewing, ranking and rating projects.
8. Increase use of HMIS among non-CoC funded providers
9. Implement strategies to identify youth experiencing homelessness.
10. Implement strategies to reduce returns to homelessness.
11. Increase income, employment and mainstream benefits among persons served.
12. Collaborate with youth education providers and school districts.
13. Identify, assess and refer Veterans experiencing homelessness to the appropriate resources.
14. Implement diversion strategies for diverting families from emergency shelter.
15. Evaluate and assess whether there are racial disparities in the provision or outcome of homeless assistance, conduct an assessment and implement strategies to address racial disparities.

Continuum of Care Program Competition Debriefing | FY 2018

CoC Name: Collaborative Applicant Ventura County-Oxnard 2013 CoC Registration

CoC Number: CA-611

This document summarizes the scores your Continuum of Care (CoC) received during the Fiscal Year (FY) 2018 CoC Program Competition and includes:

1. **High Priority CoC Application Questions**;
2. **CoC Scoring Summary–**on the four sections of the application; and
3. **Overall Scores for all CoCs–**including highest and lowest scores.

The scores are organized in the same manner as the CoC application. HUD included a FY 2018 CoC Application NOFA Cross Reference in the Detailed Instructions of the FY 2018 CoC Application which indicated how the CoC application questions relate to the NOFA for the FY 2018 CoC Program Competition.

1. High Priority CoC Application Questions

CoC Application Questions	Maximum Score Available	CoC Score Received
1E. Continuum of Care (CoC) Project Review, Ranking, and Selection		
This question assessed whether a CoC used objective criteria and past performance to review and rank projects. To receive full points, CoCs would have had to use performance-based criteria to at least partially evaluate and rank projects. Examples of performance criteria include reducing the length of time people experienced homelessness and the degree to which people exited programs for permanent housing destinations. **1E-1.** Project Ranking and Selection. Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2018 CoC Program Competition: (1) objective criteria; (2) at least one factor related to achieving positive housing outcomes; (3) a specific method for evaluating projects submitted by victim services providers; and (4) attach evidence that supports the process selected.	18	18
1E-2. Severity of Needs and Vulnerabilities. Applicants must describe: (1) the specific severity of needs and vulnerabilities the CoC considered when reviewing, ranking, and rating projects; and (2) how the CoC takes severity of needs and vulnerabilities into account during the review, rating, and ranking process.	4	4
2A. Homeless Management Information System (HMIS) Bed Coverage		
2A-5. Bed Coverage Rate. Using 2018 HIC and HMIS data, applicants must report by project type: (1) total number of beds in 2018 HIC; (2) total beds dedicated for DV in the 2018 HIC; and (3) total number of beds in HMIS.	6	3.5

1. High Priority CoC Application Questions		
CoC Application Questions	**Maximum Score Available**	**CoC Score Received**
3A. Continuum of Care (CoC) System Performance		
3A-1. First Time Homeless as Reported in HDX. Applicants must: (1) describe how the CoC determined which risk factors the CoC uses to identify persons becoming homeless for the first time; (2) describe the CoC's strategy to address individuals and families at risk of becoming homeless; and (3) provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time.	3	1
3A-2. Length-of-Time Homeless as Reported in HDX. Applicants must: (1) provide the average length of time individuals and persons in families remained homeless (i.e., the number); (2) describe the CoC's strategy to reduce the length-of-time individuals and persons in families remain homeless; (3) describe how the CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and (4) provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the length of time individuals and families remain homeless.	14	11
3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX. Applicants must: (1) provide the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations; and (2) provide the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations. Applicants must: (1) describe the CoC's strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations; and (2) describe the CoC's strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.	11	11
3A-4. Returns to Homelessness as Reported in HDX. Applicants must report the percentage of individuals and persons in families returning to homelessness over a 6- and 12-month period as reported in HDX. Applicants must: 1) describe how the CoC identifies common factors of individuals and persons in families who return to homelessness; (2) describe the CoC's strategy to reduce the rate of additional returns to	8	7

1. High Priority CoC Application Questions		
CoC Application Questions	**Maximum Score Available**	**CoC Score Received**
homelessness; and (3) provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the rate individuals and persons in families returns to homelessness.		
3A-5. Job and Income Growth. Applicants must: (1) describe the CoC's strategy to increase access to employment and non-employment cash sources; (2) describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and (3) provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase job and income growth from employment.	4	3.5
3A-6. System Performance Measures Data Submission in HDX. Applicants must enter the date the CoC submitted the System Performance Measures data in HDX, which included the data quality section for FY 2017. (mm/dd/yyyy)	6	6
3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives		
3B-2.2. Applicants must: (1) describe the CoC's current strategy to rapidly rehouse every household of families with children within 30 days of becoming homeless; (2) describe how the CoC addresses both housing and service needs to ensure families successfully maintain their housing once assistance ends; and (3) provide the organization name or position title responsible for overseeing the CoCs strategy to rapidly rehouse families with children within 30 days of becoming homeless.	3	3
4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies		
4A-2. Housing First: Applicants must report: (1) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition; and (2) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition that have adopted the Housing First approach–meaning that the project quickly houses clients without preconditions or service participation requirements.	7	7
4A-3. Street Outreach. Applicants must: (1) describe the CoC's outreach; (2) state whether the CoC's Street Outreach covers 100	3	3

1. High Priority CoC Application Questions		
CoC Application Questions	**Maximum Score Available**	**CoC Score Received**
percent of the CoC's geographic area; (3) describe how often the CoC conducts street outreach; and (4) describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.		
4A-5. RRH Beds as Reported in the HIC. Applicants must report the total number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2017 and 2018.	10	10

2. CoC Scoring Summary		
Scoring Category	Maximum Score (Points)	Your CoC Score (Points)
Part 1: CoC Structure and Governance	52	48
Part 2: Data Collection and Quality	49	38
Part 3: CoC Performance and Strategic Planning	77	70.25
Part 4: Cross-Cutting Policies	22	22
Total CoC Application Score	**200**	**178.25**

3. Overall Scores for all CoCs	
Highest Score for any CoC	190
Lowest Score for any CoC	47.75
Median Score for all CoCs	160
Weighted Mean Score* for all CoCs	166.75

*The weighted mean score is the mean CoC score weighted by Annual Renewal Demand. CoCs that scored higher than the weighted mean score were more likely to gain funding relative to their Annual Renewal Demand, while CoCs that scored lower than the weighted mean were more likely to lose money relative to their Annual Renewal Demand.

VENTURA COUNTY CONTINUUM OF CARE ALLIANCE | ENDING HOMELESSNESS IN VENTURA COUNTY

March 13, 2019

CoC Governance Board

SUBJECT: Approval of nomination of Mara Malch with City of Simi Valley to fill CoC Board vacancy.

BACKGROUND: The CoC Alliance Governance Board includes representatives of relevant stakeholders, private and public officials, philanthropic representatives, business and service organizations and projects serving homeless populations. Representation of a broad array of stakeholders will enhance the capacity to coordinate and leverage resources from various community sectors across the Region.

The CoC Governance Charter allows for a minimum of 7 and maximum of 13 Board members. In the event of a vacancy, the Governing Board may appoint qualified person(s) necessary to fill the vacancy. The person(s) appointment shall serve the unexpired term of the previous Board member and is subject to re-election by the Board and ratification by the full Alliance membership.

DISCUSSION: On July 3, 2018, Sommer Barwick submitted a letter of resignation stepping down from her role on the CoC Board. The term of the seat filled by Ms. Barwick is through December 31, 2019. Nominations were solicited from the full CoC Alliance after the August 8, 2018 CoC Board meeting to fill this vacancy. One formal nomination was submitted for Mara Malch who is the Deputy Community Services Director for the City of Simi Valley. Ms. Malch has extensive experience in land use, planning, code enforcement and coordinates the Simi Valley Task Force on Homelessness.

RECOMMENDATIONS:

1. Approval of CoC Board member nomination of Mara Malch to serve through December 31, 2019.

VENTURA COUNTY CONTINUUM OF CARE ALLIANCE | ENDING HOMELESSNESS IN VENTURA COUNTY

March 13, 2019

CoC Governance Board

SUBJECT: Receive and approve Ventura County 2019 Homeless Count and Subpopulation Survey Final Report, Housing Inventory Count to be reported to U.S. Department of Housing & Urban Development (HUD) no later than April 30, 2019.

Background: Annually, the Ventura County Continuum of Care staff and volunteers conduct the Point-in-Time Count and Subpopulation Survey of homeless persons and families throughout the county. This one-night survey of sheltered persons/families and one day count and survey of unsheltered persons/families results in a snapshot of one day of homelessness across the region. Accompanying this report is the annual Housing Inventory Count of all emergency shelter, transitional housing, rapid re-housing, supportive housing and other housing dedicated to homeless persons. These reports are submitted to the U.S. Department of Housing and Urban Development as part of the requirements of receiving HUD Continuum of Care funding. These reports help to inform the CoC Board as well as other stakeholders in the community on the need for resources within the community as well as trends in the populations experiencing homelessness. Contained within the report is data reported from programs such as the Healthcare for the Homeless program and the Ventura County Office of Education which gather data based on a broader definition of homelessness that includes persons who are doubled up or paying for their own motel stay.

Discussion: The 2019 Homeless Count was conducted on the night of January 21st and the unsheltered surveying began on the early morning of January 22, 2019. All persons surveyed were asked where they slept on the night of January 21, 2019. Surveys were conducted at service site and encampment locations as allowed by HUD during the week following the night of the count (1/21/19). This was the second year using Simtech Solution's "Counting Us" mobile application surveys with GIS mapping technology. The final written report developed in partnership with Dr. Joe Colletti and Urban Initiatives will include subpopulation data and detailed information for each jurisdiction. The report will be released to the public no later than March 29, 2019.

Presentation materials will be provided at CoC Board Meeting on March 13, 2019.

Recommendations: Provide input and adopt recommendations to be included in the written 2019 Homeless Count and Subpopulation Survey: Final Report. Draft recommendations are as follows:

1. Finish the job of ending homelessness among unsheltered veterans;
2. Further develop countywide homelessness prevention efforts including a diversion strategy in the coordinated entry system;
3. Further the efforts to end homelessness among unsheltered youth including unaccompanied transitional-age-youth (18-24);
4. Promote, adopt and implement a zero-tolerance policy for children living on the streets, in vehicles, and other places not meant for human habitation;

5. Encourage each jurisdiction to review their updated unsheltered homeless count and review local strategies to reduce unsheltered homelessness.

VENTURA COUNTY CONTINUUM OF CARE ALLIANCE | ENDING HOMELESSNESS IN VENTURA COUNTY

March 13, 2019

CoC Governance Board

SUBJECT: Authorization to apply for the California Department of Housing and Community Development (HCD) Technical Assistance for Homelessness Program System Improvements

BACKGROUND: The California Department of Housing and Community Development (HCD) announced the availability of Technical Assistance (TA) to counties and Continuums of Care to build capacity and improve the delivery of programs for people experiencing homelessness. HCD has contracted with consultants from Technical Assistance Collaborative Inc. (TAC), Corporation for Supportive Housing (CSH) and Home Base to offer on-site assistance, interactive training and regional workshops at no cost to the jurisdictions. The funding for this TA is derived from Emergency Solutions Grant (ESG) and No Place Like Home (NPLH) set-asides by the State. Approximately 13,000 hours of TA is available statewide.

DISCUSSION: There are three types of Technical Assistance available: 1) Capacity Building, 2) Housing First and 3) Housing Stability. HCD has requested that a concise description be provided in the application for TA, including an acknowledgment that staff time must be dedicated for participation. The VC CoC staff recommend submitting a TA request to address the following areas:

- Aligning Rapid Re-Housing programs across the service system with a focus on written standards for delivering services and improving outcomes of housing stability;
- Service provider training on providing supportive services while implementing Housing First programs;
- Establishing a diversion strategy to prevent homelessness or reduce the demand for shelter beds

According to the HCD TA webpage, HCD staff will review and respond to each request within two weeks and if approved, the county or CoC will be assigned a contracted TA consultant to develop a workplan and provide direct assistance.

RECOMMENDATIONS: Authorize the VC CoC staff to apply for HCD Technical Assistance in the areas of Capacity Building, Housing First and Housing Stability.

TECHNICAL ASSISTANCE TO IMPROVE DELIVERY OF HOMELESSNESS PROGRAMS

Housing Policy Division and the Technical Assistance Consultant Team

Department of Housing and Community Development

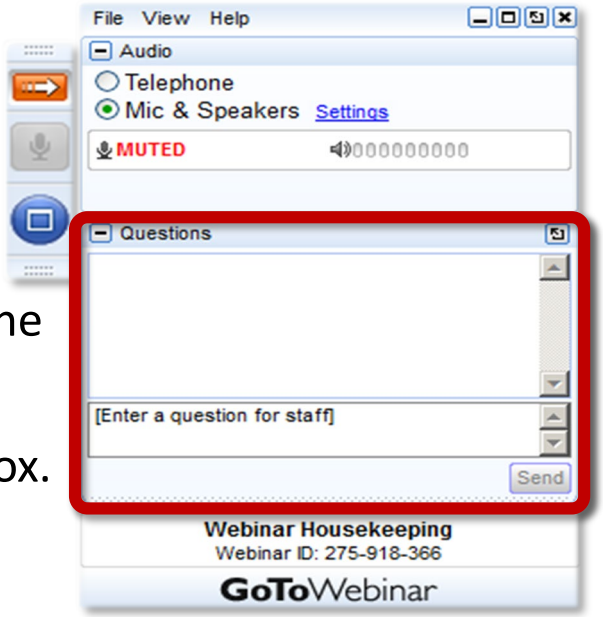
February 26, 2019 - Webinar

Go To Webinar Technical Logistics

- All attendees will be listen only mode during the webinar.
- There will be a question & answer session after the webinar.
- Attendees will have two options to ask a question.
  - The raise your hand feature/to come off of mute and speak directly to the audience.

**** In order to use the "Raise Your Hand" feature You must have entered your Audio PIN when you first dialed in**.

  - **Question Box-** On the left side of your screen is the is the viewer panel, where you will see materials as well as the control panel that includes a question box.



Agenda

- Overview of HCD Technical Assistance (TA)
  - TA Request Forms
  - TA Open House Forums
- Building Capacity
  - Technical Assistance Collaborative Inc.
- Housing Stability
  - Corporation for Supportive Housing.
- Housing First
  - Home Base.
- Q & A

Technical Assistance Opportunities at HCD

	Available Assistance			
Capacity Building	Create or update Homeless plans	Setting basic and uniform expectations for Coordinated Entry Systems	Improving local Homeless Management Information Systems (HMIS) data quality or increasing participation rate or coverage	• Access and deploying resources • New tools and guidance
Housing First	Conversion of emergency shelters to a low barrier or a Housing First Shelter	Adopting and incorporating Housing First for all homelessness programs	Improve or establish a diversion strategy to prevent homelessness or reduce the demand for shelter beds	
Housing Stability	Establishing or improving rates of exits from homelessness into permanent housing	Assist RRH to move individuals and families into permanent housing	Innovative solutions to engage landlords and identify creative housing solutions in challenging rental markets	

Eligible recipients include CoCs and Counties that administer or receive a direct allocation from HCD

Summary: HCD Technical Assistance (TA)

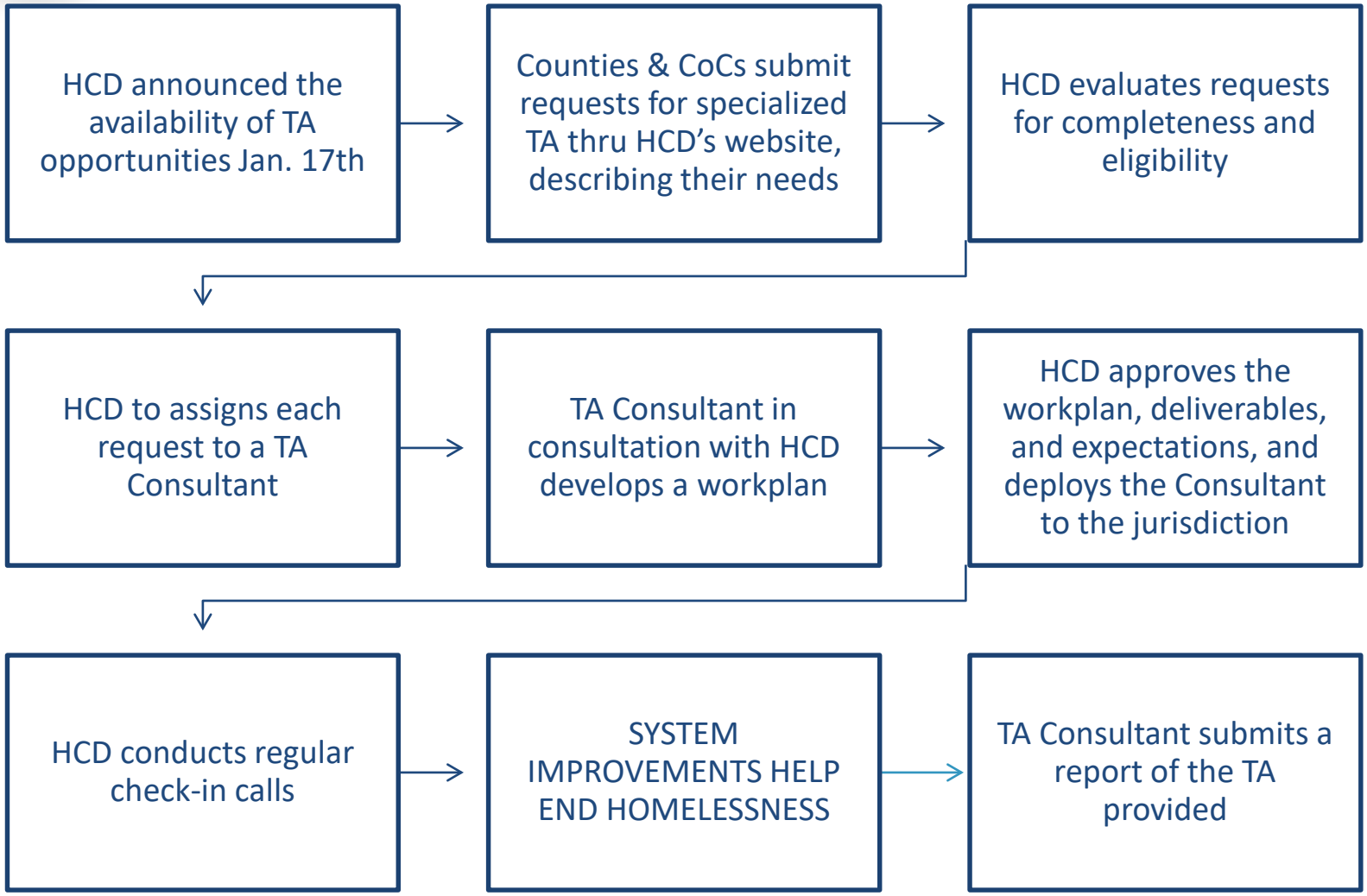
Program Overview:	• Derives its funds from Emergency Solutions Grant (ESG)and No Place Like Home (NPLH) TA set-asides. • Up to $2.175 Million → ***approx. 13,000 hours of TA***
Recipients:	CA Counties and Continuums of Care eligible for either or both ESG and NPLH Programs
Program Goals:	• Complement the jurisdictions' TA efforts • Streamline TA opportunity where feasible • At least 50% of eligible recipients should receive TA within 12 months
Selected Consultants:	• Technical Assistance Collaborative, Inc. (TAC) → ***building capacity*** • Corporation for Supportive Housing (CSH) → ***housing stability*** • The Center for Common Concerns (Home Base) → ***Housing First***

One month in ….

Submitted Requests	• **10 Requests for Technical Assistance**
	  • 5 – Building Capacity
	  • 2 – Housing First
	  • 3 – Housing Stability

Hours Committed	**842 hours**
Open-House Forums	• **2/20 – San Diego** • **2/26 – Webinar** • **2/28 - Merced** • **3/6 – Sacramento** • **3/7 - Oakland**

Tailored On-Demand Model



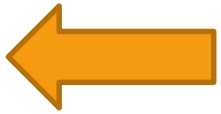
Technical Assistance Request Form

What Type of Technical Assistance is Available?

Capacity Building

- Creating or updating strategic plan to end homelessness.
- Developing policies and procedures for setting basic and uniform expectations for the local Coordinated Entry System.
- Increasing HMIS participation rate or coverage regardless of the funding source throughout the service area.
- Developing policies and procedures to effectively conduct a Point-in-Time (PIT) counts for subpopulations that pose unique challenges in the PIT process, such as youth experiencing homelessness.
- Assistance understanding available federal funding resources and developing a plan to access resources.
- Assistance developing comprehensive plans to maximize impact of existing resources.
- Designing tools or guidance to address specific challenges related to ending homelessness and developing long-term housing and community development solutions.
- Assistance implementing the coordinated entry system.
- Assistance evaluating the coordinated entry system.
- Review of existing CoC governance structure and propose revisions.
- Developing system wide written standards.
- Development of a system map to right size outreach, prevention, diversion, rapid rehousing and Permanent Supportive Housing.
- Assistance creating CoC monitoring tools and protocols.
- Understanding the role of rapid rehousing in the CoC.

Request Technical Assistance for Capacity Building



Click here to access the request form

Technical Assistance Request Form

Capacity Building Technical Assistance Request Form

Purpose and Background

Use this online form to apply for technical assistance to support your efforts to build or improve your system's capacity to coordinate homeless services and housing.

Eligible recipients include Continuums of Cares (CoCs) or Counties that administer or receive a direct allocation from either or both of the following programs:

1. California Emergency Solutions Grant Program
2. No Place Like Home Program

Steps to Receive Technical Assistance

1. Complete the online application form.
2. Receive a confirmation email that the request was submitted.
3. Department of Housing and Community (HCD) staff will review the application request. You may be contacted if staff need more information.
4. Receive an email specifying whether your request is approved or not approved.
5. If approved, the HCD consultant will contact you to discuss and provide assistance.

Technical Assistance Timeline

Once you submit a request for technical assistance, a determination typically takes 1-2 weeks, depending on the complexity and breadth of the request.

If you have any questions, please contact Catherine Kungu, Sr. Housing Policy Specialist at 916-263-2659 or email at catherine.kungu@hcd.ca.gov.

Technical Assistance Request Form

1. Organization type requesting the technical assistance.

- ◯ County Government
- ◯ Continuum of Care
- ◯ Joint Powers of Authority

2. Provide the name of the Continuum of Care (CoC) your organization belongs to.

3. Provide the name of the CoC Collaborative Applicant.

4. Please provide your contact information

Name and Title	
Department	
Address	
Address 2	
City/Town	
ZIP/Postal Code	
County	
Email Address	
Phone Number	

5. Alternate Contact

Name and Title	
Department	
Email Address	
Phone Number	

Technical Assistance Request Form

* 6. Is your organization receiving capacity building technical assistance from HUD or another federal agency, a consultant hired by your organization or another entity?

- ◯ Yes
- ◯ No
- ◯ Don't know

* 7. If you answered yes in question 6 above, please provide details including what federal agency is funding the technical assistance and the nature of the assistance.

Could this engagement complement your existing TA efforts?

Technical Assistance Request Form- Building Capacity

8. Please select the topic for which your organization needs assistance.

- [ ] Creating or updating strategic plan to end homelessness.
- [ ] Developing policies and procedures for setting basic and uniform expectations for the local Coordinated Entry System.
- [ ] Increasing HMIS participation rate or coverage regardless of the funding source throughout the service area.
- [ ] Developing policies and procedures to effectively conduct a Point-in-Time (PIT) counts for subpopulations that pose unique challenges in the PIT process, such as youth experiencing homelessness.
- [ ] Assistance understanding available federal funding resources and developing a plan to access resources.
- [ ] Assistance developing comprehensive plans to maximize impact of existing resources.
- [ ] Designing tools or guidance to address specific challenges related to ending homelessness and developing long-term housing and community development solutions.
- [ ] Assistance implementing the coordinated entry system.
- [ ] Assistance evaluating the coordinated entry system.
- [ ] Review of existing CoC governance structure and propose revisions.
- [ ] Developing system wide written standards.
- [ ] Development of a system map to right size outreach, prevention, diversion, rapid rehousing, and PSH.
- [ ] Assistance creating CoC monitoring tools and protocols.
- [ ] Understanding the role of rapid rehousing in the CoC.
- [ ] Other (please specify)

Technical Assistance Request Form- Housing Stability

* 6. Please select, in rank order, the topic for which your organization needs assistance.

⠿ ▲▼	Establishing or improving rates of exits from homelessness into permanent housing.
⠿ ▲▼	Developing written standards, policies, or procedures to assist rapid rehousing funded programs move individuals and families into permanent housing. This may include assisting rapid rehousing programs to align with widely accepted practices in a standardized way across a CoC service area and assistance in increasing utilization and expenditure rates of existing rapid rehousing resources.
⠿ ▲▼	Establishing or improving innovative solutions to engage landlords and identify creative housing solutions in challenging rental markets. This may include developing a flexible housing subsidy program, Whole Person Care Program increasing voucher utilization, housing navigator training or recruitment strategy etc.

Technical Assistance Request Form- Housing First

6. Please select the topic for which your organization needs assistance.

- [ ] Developing policies and procedures to convert existing emergency shelters to a low-barrier or Housing First emergency shelters.
- [ ] Developing policies and procedures to adopt and incorporate the core components of Housing First for all homelessness funded programs.
- [ ] Developing policies and procedures to improve or establish a diversion strategy to prevent homelessness or reduce the demand for shelter beds.
- [ ] Other (please specify)

Technical Assistance Request Form

9. Is the applicant able to dedicate staff time that may be necessary for this technical assistance? Please check below:

- [ ] Identify key partners for a successful technical assistance effort.
- [ ] Assist in scheduling one-on-one interviews with local homelessness providers and other community leaders.
- [ ] Organize and execute the logistics for a workshop with key community leaders or providers to discuss policy or programs for implementation.
- [ ] Assign staff to participate in biweekly calls or meetings with the technical assistance team.
- [ ] Participate in surveys measuring implementation or performance metrics at least 6- and 12-months following the engagement.
- [ ] Other (please specify)

Dedicated staff to work with the TA team

10. Please provide a concise description of the technical assistance sought? (please be specific)

Crucial to develop the workplan

Technical Assistance Request Form

* 11. Describe the goals and outcomes you would like to achieve as a result of this technical assistance? (please be specific)

This allows us to measure the success of the TA engagement

* 12. Tentative start date of the technical assistance.

Date / Time

MM/DD/YYYY

13. Please share any relevant documents to support your request. This may include existing homeless plans, CoC applications, CoC Policies and Procedures, CoC Governance Charters, written standards, HMIS analysis/reports etc.)

Choose File No file chosen

e.g. Draft Strategic Plans, HMIS policy and procedures, Governance Charter

14. Please share any prior experience with technical assistance. What worked well? What did not work well?

Prev Done

Technical Assistance Open House Forums – Format

- HCD Homelessness Programs and General Questions
- Homeless Emergency Aid Program (HEAP)
- Building Capacity (TAC)
- Disaster Recovery or Prepareness (TAC)
- Housing Stability (CSH)
- Housing First (Home Base)

Open House Forum Locations

- Merced
  - February 28th – 1:00pm – 4:00pm
- Sacramento
  - March 6th – 10:00am – 1:00pm
- Oakland
  - March 7th – 10:00am – 1:00pm

Technical Assistance Open House Forums

Who Should attend?

- County Staff
  - Community Development and Behavioral Health administering homelessness programs (Rapid Rehousing, Flexible Housing Subsidy Pools, Homelessness Prevention, Supportive Housing)
  - Housing Authority

- Continuum of Care (CoC)
  - Coordinated Entry System Planning Team
  - Collaborative Applicant
  - HMIS Administrator or Data Team
  - CoC Planning Team
  - CoC Subcommittee and Workgroup members

TECHNICAL ASSISTANCE COLLABORATIVE (TAC)

CAPACITY BUILDING TECHNICAL ASSISTANCE

Technical Assistance Collaborative

- TAC is a nonprofit organization dedicated to helping our nation's human services, health care, homelessness, and affordable housing systems implement policies and practices that empower people to live healthy, independent lives in the communities they choose.

- TAC is a national leader in helping states and localities to design, implement, and evaluate strategies to understand their current homeless response system and identify housing and service resources to decrease the number of people experiencing homelessness.

Homeless Crisis Response System Goals

- People in crisis have access to an immediate response to their crisis including a safe place to go when no alternative to entering shelter can be found.
- People are not unsheltered.
- People do not spend long periods of time homeless – they have access to help to reconnect to housing.
- People exiting homelessness do not quickly cycle back in.

Homeless Crisis Response System Goals

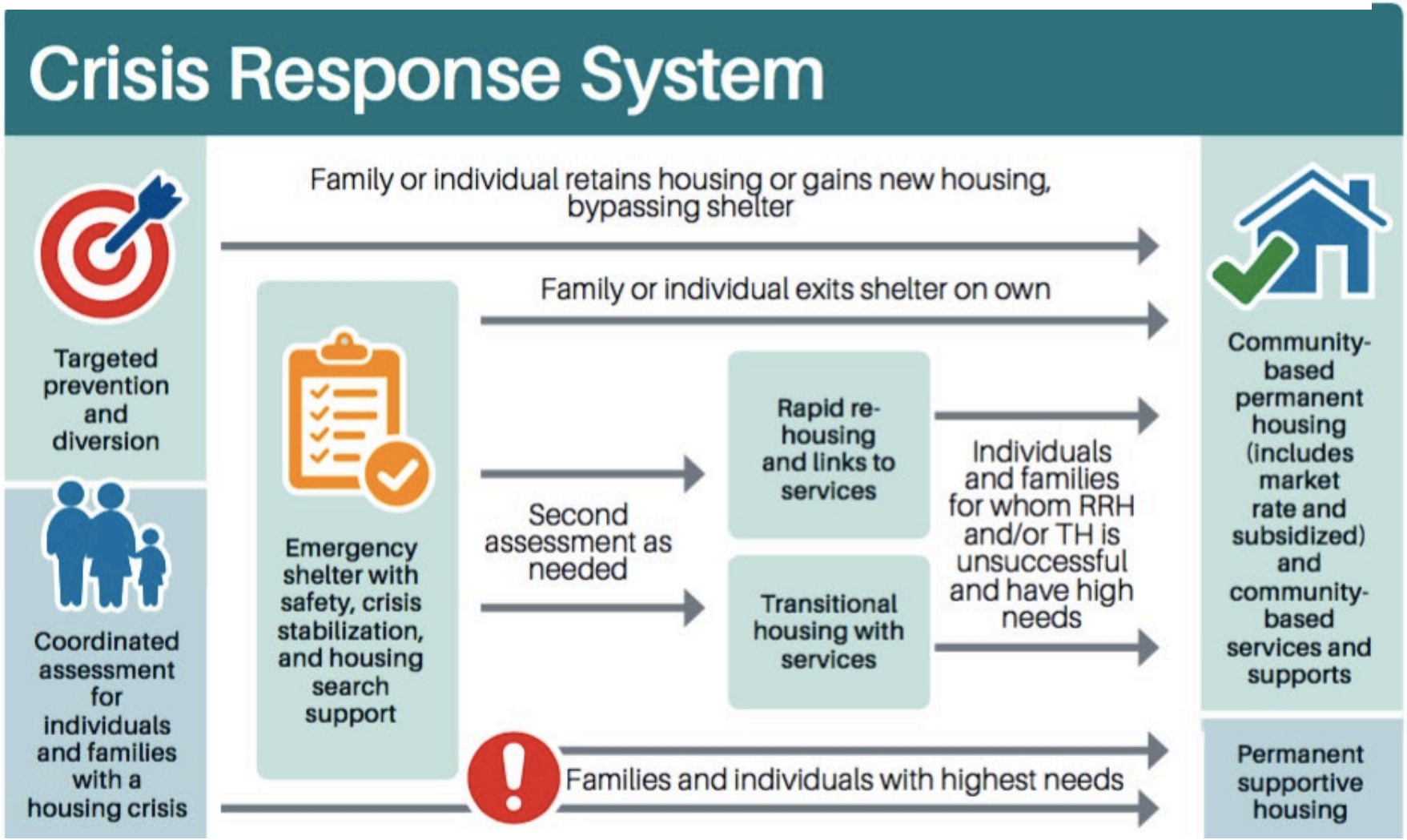
Use a systemic approach:

- to end homelessness
- reduce the number of people experiencing homelessness
- improve system performance outcomes
- use funding more efficiently
- improve “system flow”

Elements of Strong Homeless Crisis Response System

- Housing First approach across the system
- Diversion from homeless system when possible
- Rapid identification and engagement of people experiencing unsheltered homelessness to connect them to crisis services and housing assistance
- Quick, accessible, low-barrier pathways to shelter and other crisis services with short stays in shelter
- Rapid connection to permanent housing for all sheltered and unsheltered people, with priority on most vulnerable

Strong Capacity Building = Effective Homeless Crisis Response System



Source: National Alliance to End Homelessness- ENDHOMELESSNESS.ORG

Capacity Building Technical Assistance (TA)

Topics of TA to strengthen elements of a strong crisis response system:

- Governance & Structure
- Coordinated Entry
- Strategic Planning
- Performance Measurement
- Disaster Relief
- Rapid Re-Housing
- Homeless Management Information System (HMIS)

TAC Capacity Building Technical Assistance

Topics of TA continued:

- Youth Homelessness
- System Mapping
- And more… Other aspects of homeless response system planning that we can help you with include designing effective point-in-time counts, identifying and repurposing underperforming projects, and conducting gaps analyses to identify ways your community can meet the needs of people who are at risk or currently experiencing homelessness

Capacity Building TA

- **GOVERNANCE & STRUCTURE**
  - Reviewing your CoC structure, facilitating conversations, reviewing and revising your charter, assessing your committee structure and membership, and making practical recommendations to improve your system

- **COORDINATED ENTRY**
  - Assisting in design and implement a new coordinated entry system or helping bring a successful system to scale, we can help you identify gaps, maximize participation, and improve and evaluate outcomes

- **STRATEGIC PLANNING**
  - As your community focuses on developing or updating its strategic plan to end homelessness, we can work with you to align the policies and resources of providers, government agencies, and local efforts with best practices and federal funding priorities and resources.

Capacity Building Elements

- **PERFORMANCE MEASUREMENT**
  - Demonstrate data-informed planning and outcomes, CoCs need both project- and system-level performance measures. TAC can help you to understand your current system and make long-term plans based on defining performance measures, identifying targets aligned with federal goals, and creating tools to monitor outcomes.

- **DISASTER RELIEF**
  - Help you ensure that those who are most vulnerable are a part of your planning and recovery efforts. We can assist you with using multiple funding streams in advance of CDBG-DR, creating program guidelines, and implementation support.

- **HOMELESS MANAGEMENT INFORMATION SYSTEM**
  - Assist in improving participation rates and coverage in your community's Homeless Management Information System (HMIS), giving you both accurate client-level data and information about the provision of housing and services to homeless individuals and families.

Capacity Building Elements

- **RAPID RE-HOUSING**
  - Assist in integrating rapid re-housing into your homeless crisis response systems by making it a system-wide primary intervention, strengthening program design, creating evaluation mechanisms, and training staff

- **YOUTH HOMELESSNESS**
  - Working with communities on strategic planning processes to prevent and end youth homelessness, through collecting and analyzing data, coordinating with other systems of care that interact with youth, and implementing promising program

- **SYSTEM MAPS**
  - Develop a system map to “right size” its outreach, prevention, diversion, rapid re-housing, and permanent supportive housing resources. This is a good tool to make system flow data accessible to all stakeholders, supporting data-informed decision-making in the planning process.

Capacity Building Elements

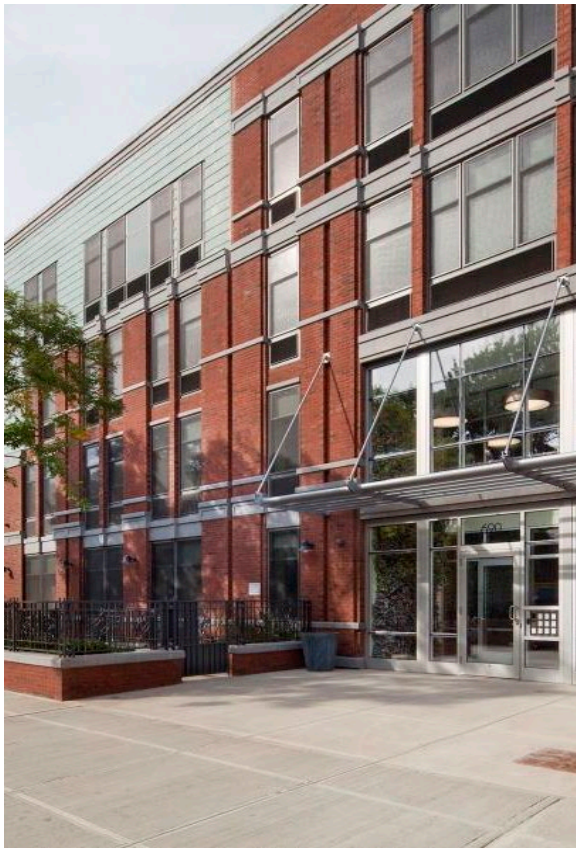
Other aspects of homeless response system planning include

- Designing effective point-in-time (PIT) counts
- Identifying and repurposing underperforming projects
- Conducting gaps analyses to identify ways your community can meet the needs of people who are at risk or currently experiencing homelessness

Open House Forum Webinar

Housing Stability TA with CSH

Advancing Housing Solutions That



Improve lives of vulnerable people

Maximize public resources

Build strong, healthy communities

CSH

Supportive Housing is the Solution

Supportive Housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.

Housing:
Affordable
Permanent
Independent

Support:
Flexible
Voluntary
Tenant-centered
Coordinated Services

Housing Stability

Technical Assistance

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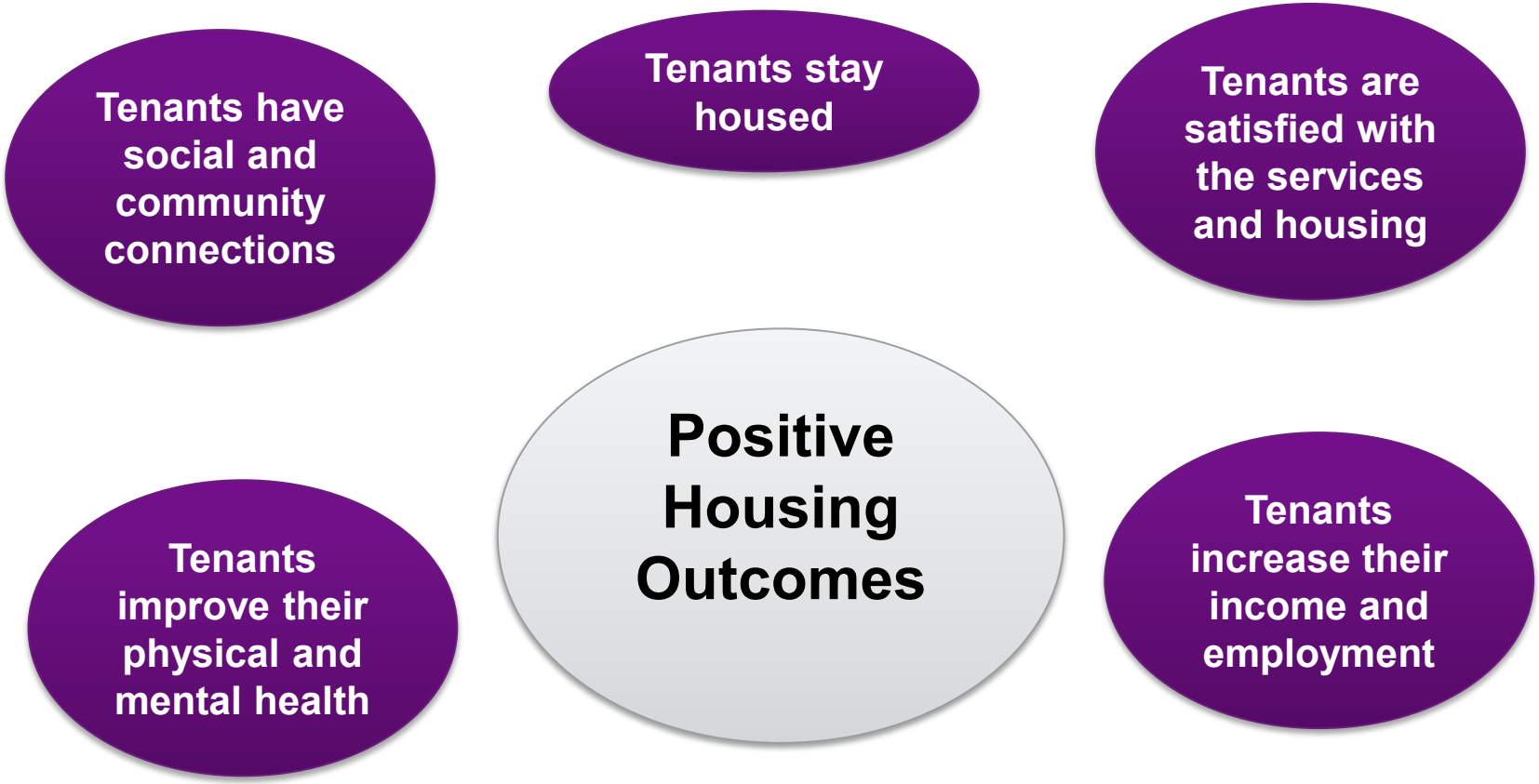
Core Outcomes related to Housing Stability

Positive Housing Outcomes



Scope of the Housing Stability TA

Establishing or improving rates of exits from homelessness into permanent housing.

Developing written standards, policies, or procedures to help programs move individuals and families into permanent housing..

Establishing or improving innovative solutions to engage landlords and identify creative housing solutions in challenging rental markets

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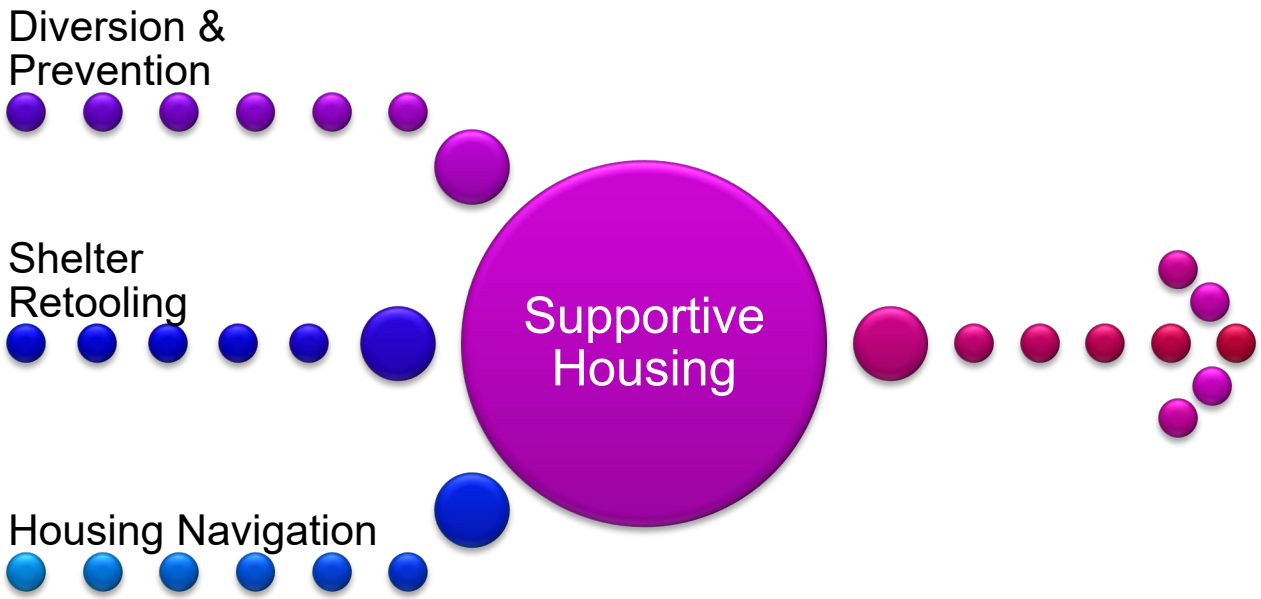
How to Improve Rates of Exits into Permanent Housing



Examples of the TA in Practice

Address the Need for Improved Care Coordination

- **Assess Resources in Emergency Shelter or Transitional Housing**
- **Define the Roles for Housing Navigation v. Case Management**
- **Developing a Landlord Liaison Program**
- **Support Service Providers with Navigating Community Resources**

Developing written standards, policies, or procedures

Examples:

- Eviction Prevention Program
- System-Wide Policies and Procedures Alignment
- Policy Expectation Alignment
- Trainings
  - Trauma-informed care
  - Harm Reduction
  - Principles of Housing First
  - Motivational Interviewing
  - Critical Time Intervention (CTI)
  - Stages of Change

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CSH

Examples of the TA in Practice

CSH is a touchstone for new ideas and best practices to support alignment with Coordinated Entry (CE) policies, referrals to supportive housing providers, development of housing inventory, and strategies for ongoing property management relationship building and management.

Training, templates, and resources to educate property management on how to support vulnerable populations in SH.

Strategies for engaging tenants in the community and stabilizing in supportive housing and role clarification with service providers.

Develop tools and resources to advertise and engage landlords in order to develop a robust inventory of supportive housing units

Facilitating discussions to ensure strong communication is achieved between CE referrals, Supportive Housing Providers, and Property Management

Strategies to Engage Landlords

Innovative Solutions

- Annual Engagement Summit
- Supportive Housing Education
- Tenant Rights Education
- Media Campaign
- Identifying Community Champions

Toolkits

- Communication Templates
- Job Descriptions
- Strategies to Increase the Portfolio
- Relationship Management
- Incentive Strategies

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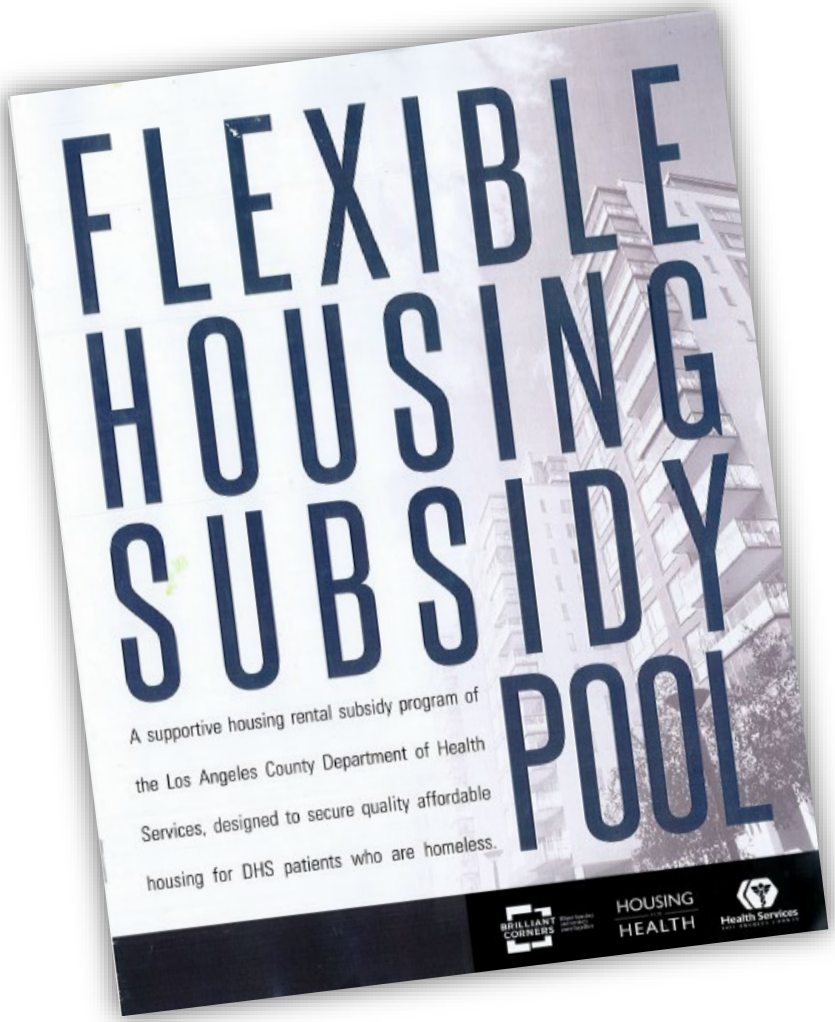
CSH

LA Flexible Subsidy Pool



BUILDING SUCCESSFUL SYSTEMS AND PROGRAMS THROUGH HOUSING FIRST TECHNICAL ASSISTANCE

Housing First Technical Assistance

Jean Field, HomeBase
Tara Ozes, HomeBase

WHO WE ARE

HomeBase
Advancing Solutions to Homelessness

HomeBase has been working with Continuums of Care and homeless service providers throughout the country for three decades on eradicating homelessness.

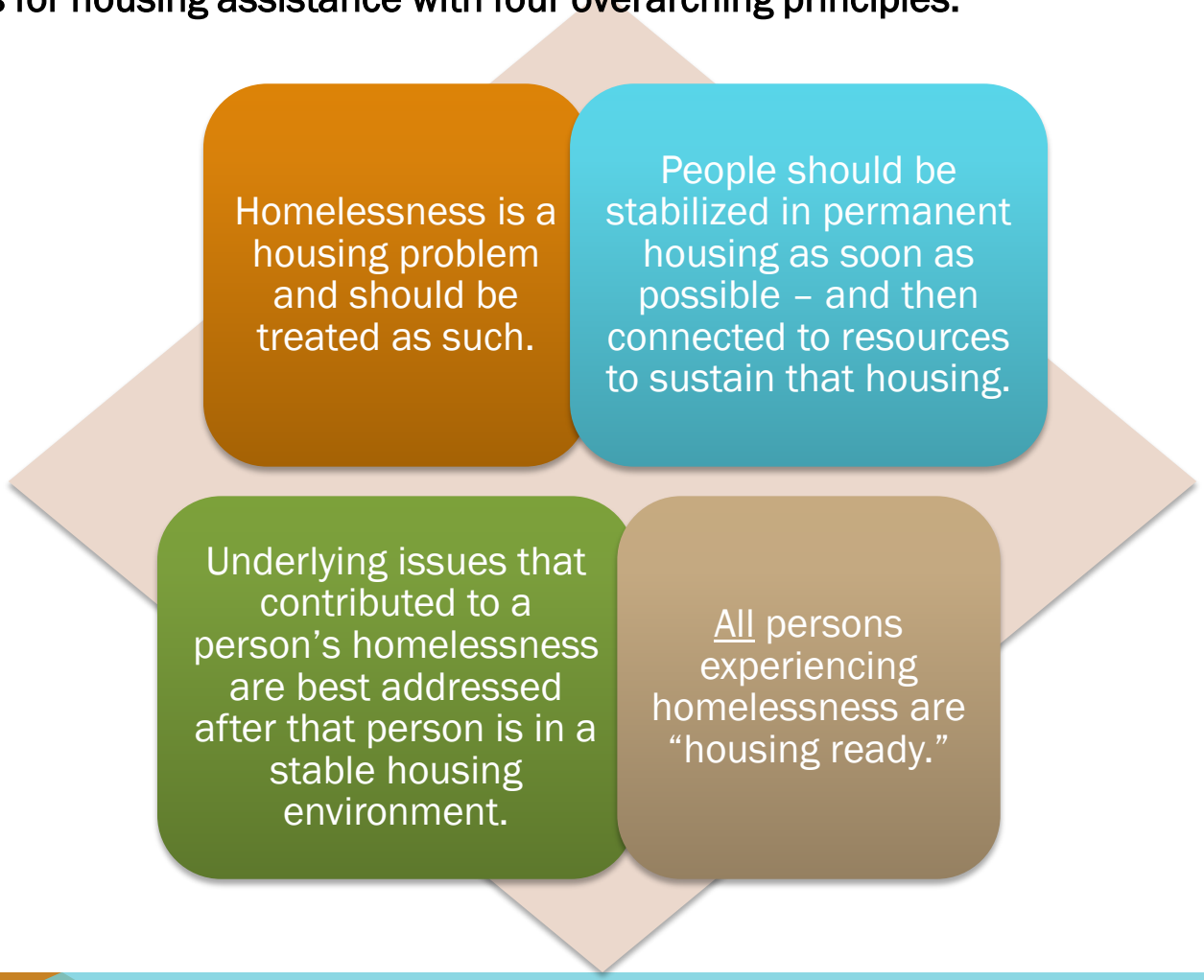
We help CoCs and providers design and implement Housing First and other major system changes across every level of the community.

WHY IS HOUSING FIRST SO IMPORTANT?

- Housing First ensures the most vulnerable people have access to housing and services without the barriers that keep them out of shelters and housing – and makes their situation worse
- Community-wide Housing First practices are essential to a strong, well-functioning system of care
- It's evidence-based: Housing First has proven to be more effective than systems that impose "housing ready" transitions or other requirements
- Not just a best practice…it's the law: All California state funded/administered programs (CA Welf & Inst Code § 8255 (2016)) must be Housing First

WHAT IS HOUSING FIRST?

Housing First removes barriers to housing and retention and prioritizes the most vulnerable and high-need persons for housing assistance with four overarching principles:



CHARACTERISTICS OF HOUSING-FIRST PROJECTS

1. Few or No Barriers
2. Reasonable Accommodations
3. Identification of Alternatives
4. Voluntary, Client-Driven Services
5. Flexible Payment
6. Avoiding Eviction

HOW DO YOU MAKE IT WORK?

Establish a **clear vision** that reflects your community's commitment to Housing First.

Ensure EVERYONE in every agency – boards, leadership, program managers, and staff - understands and supports the vision.

Incorporate Housing First practices in **policies & procedures.**

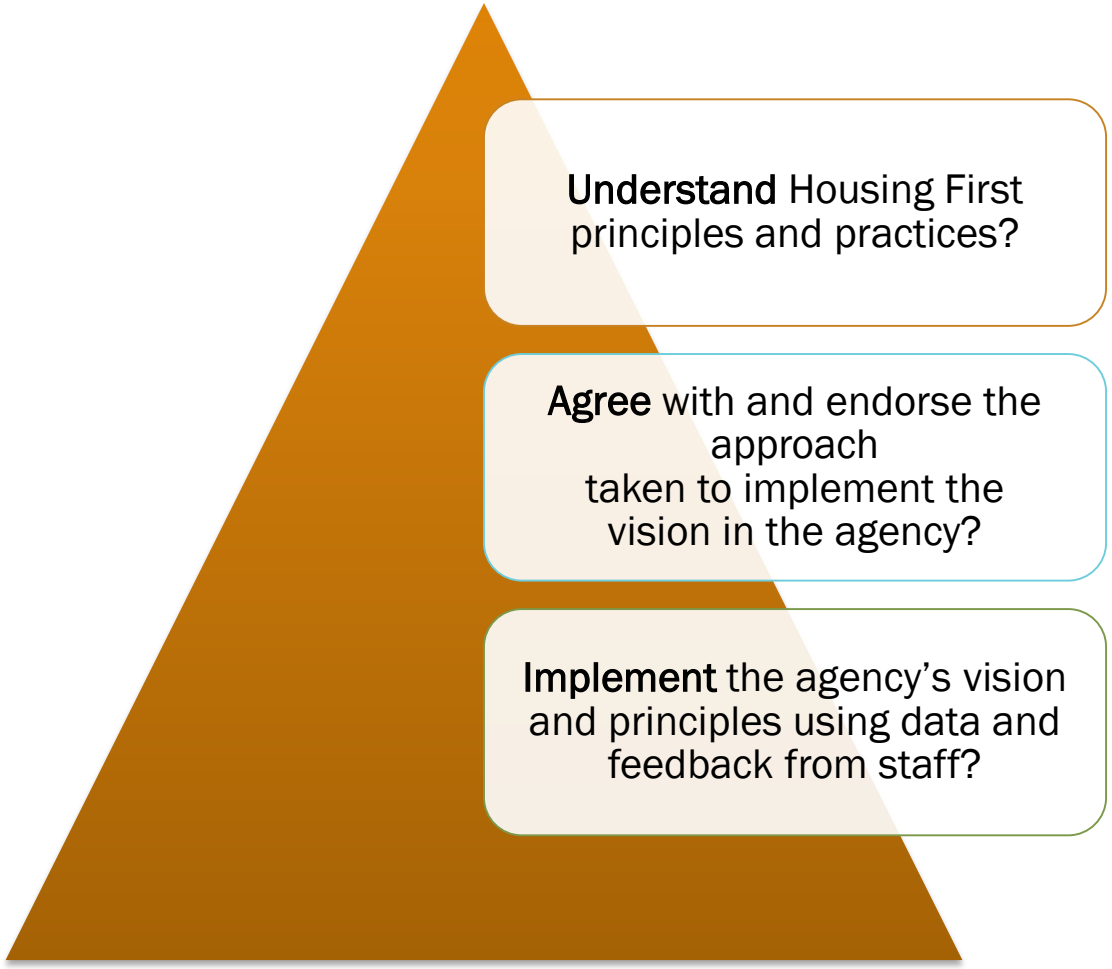
Put policies and procedures into practice at every step of the process.

ESTABLISH A CLEAR VISION WITH LEADERSHIP SUPPORT

HOUSING FIRST VISION & MISSION STATEMENTS

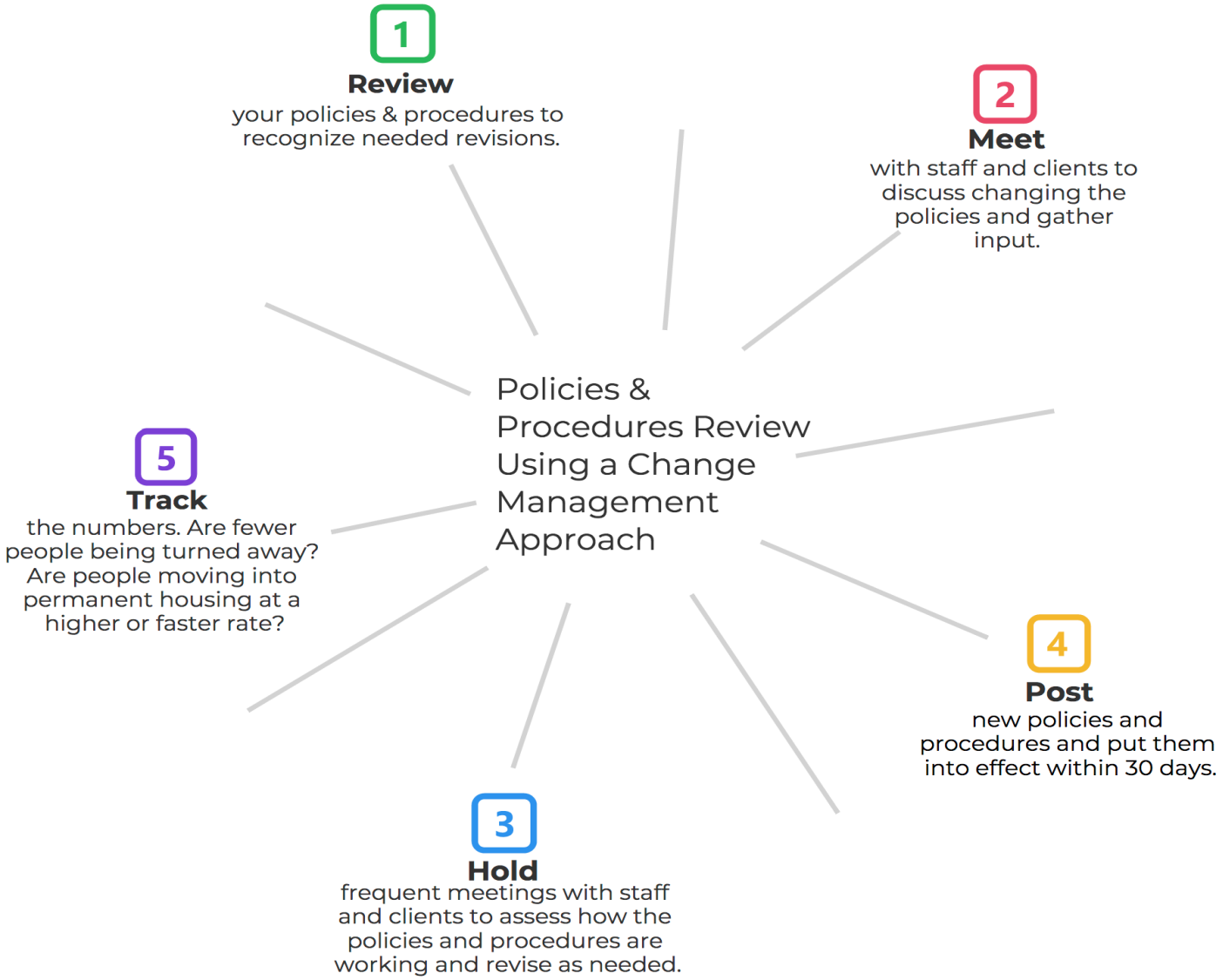
- Are your vision and mission statements articulated in a well-defined, distilled message with clear objectives and principles?
- Are your objectives supported by data, best practices, and feedback from engaged stakeholders?
- Do the vision and mission statements clearly define what your agency does?

LEADERSHIP IMPLEMENTATION
DO YOUR AGENCY'S BOARD AND MANAGEMENT:



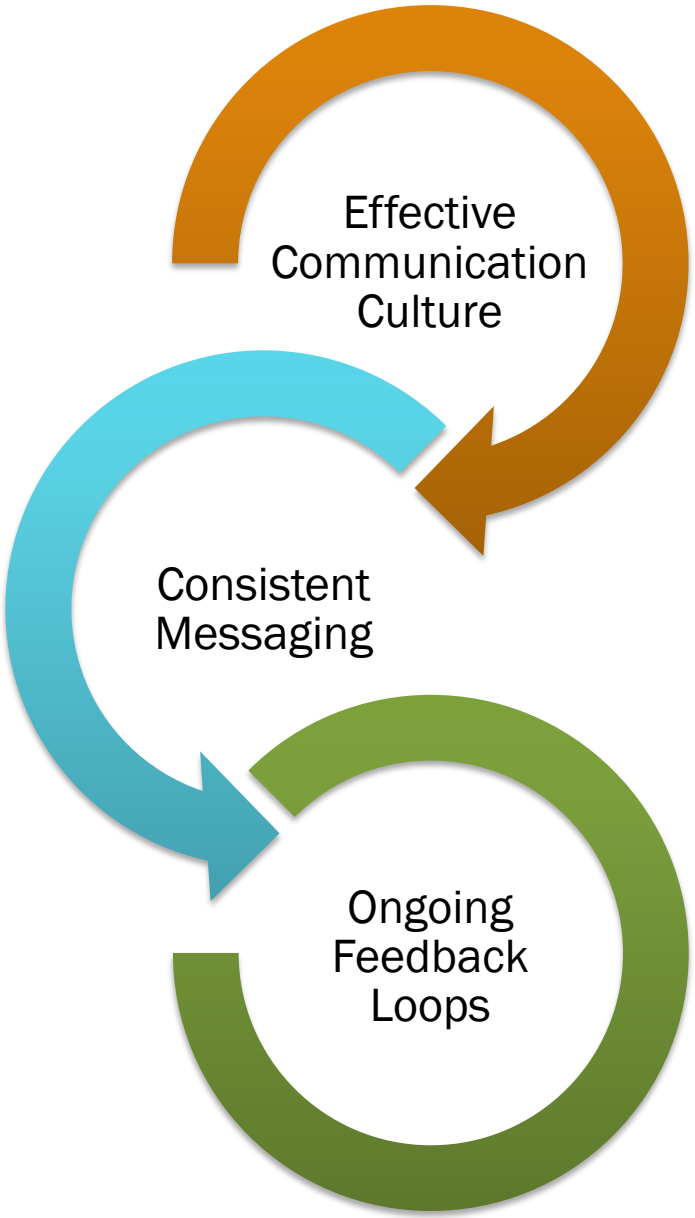
POLICIES AND PROCEDURES

HomeBase
Advancing Solutions to Homelessness


Policies & Procedures Review Using a Change Management Approach
1
Review
your policies & procedures to recognize needed revisions.
2
Meet
with staff and clients to discuss changing the policies and gather input.
3
Hold
frequent meetings with staff and clients to assess how the policies and procedures are working and revise as needed.
4
Post
new policies and procedures and put them into effect within 30 days.
5
Track
the numbers. Are fewer people being turned away? Are people moving into permanent housing at a higher or faster rate?

COMMUNICATION AND FEEDBACK

COMMUNICATION USING A CHANGE MANAGEMENT APPROACH

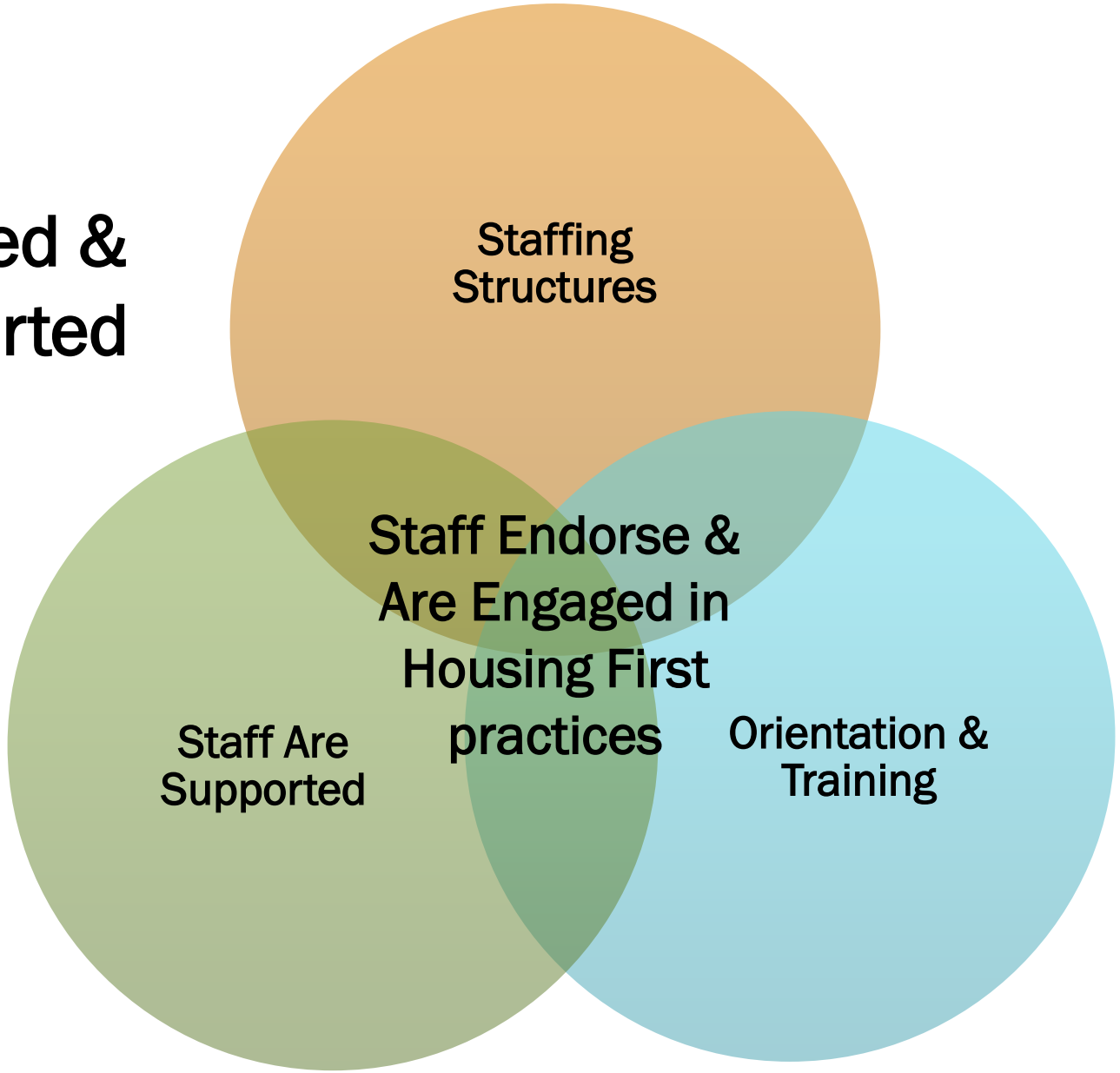


Communication
Culture
in
You
Tube

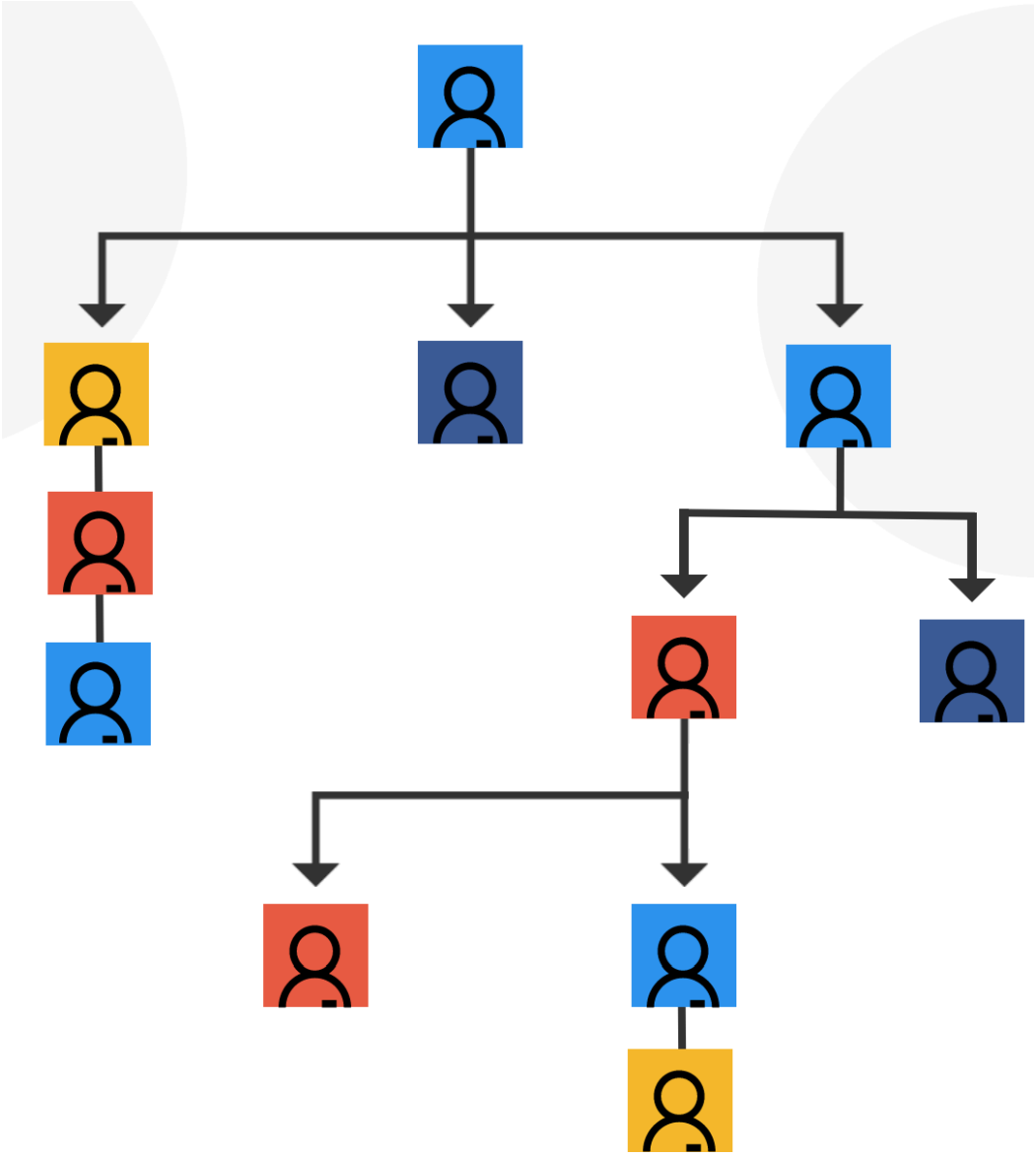
EVALUATE AND SUPPORT STAFF ROLES

HomeBase
Advancing Solutions to Homelessness

Clarified & Supported Roles



ASSESS STAFFING STRUCTURES



ORIENTATION & TRAINING & SUPPORT

Hire the right people by revising job descriptions and position qualifications aligned with your new program models.

Assess training needs and set a regular schedule for training.

Orient all staff to changes as they come up and support them with a trauma-informed culture.

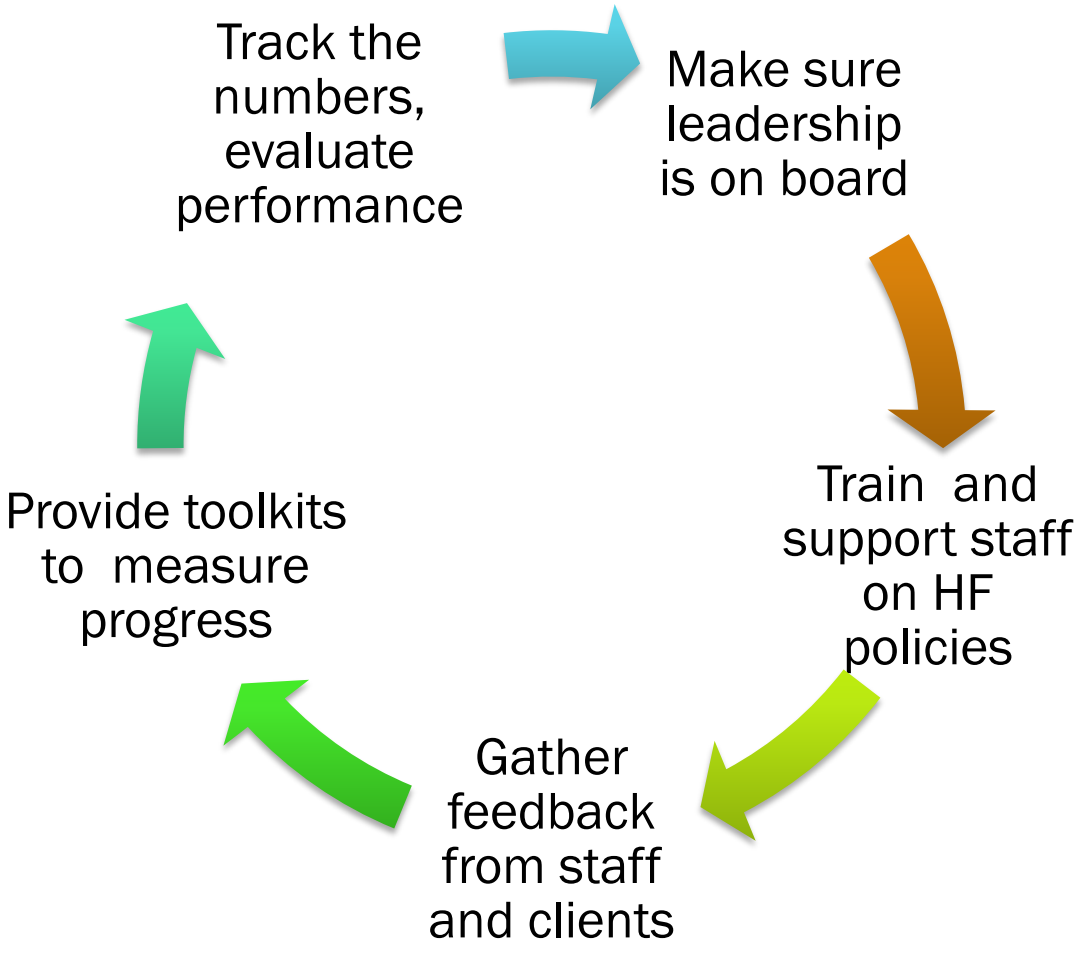
Provide training regarding housing search, landlord cultivation, housing placement or other **new skills staff are required to take on**.

Provide training regarding client-centered, trauma-informed, motivational interviewing and other relevant skills.

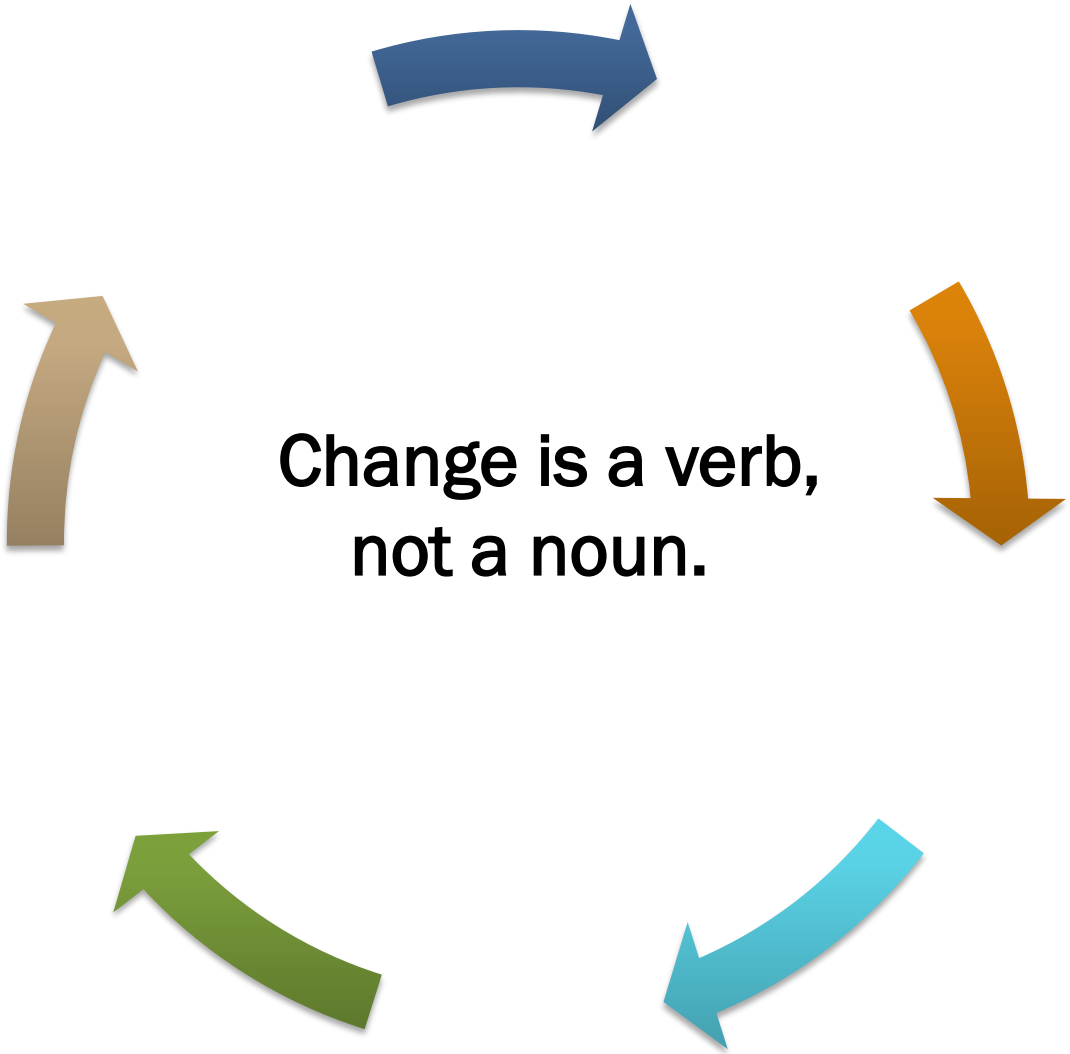
Engage clients, people with lived experience, landlords, and members of the community into your staff and trainings.

MONITOR & EVALUATE PERFORMANCE

HOW DO WE MAKE SURE IT WORKS?



HOW CAN TECHNICAL ASSISTANCE HELP?


Change is a verb,
not a noun.

TOOLS FOR HOUSING FIRST SYSTEM CHANGE

Toolkits and evaluation strategies to identify barriers to full implementation of Housing First in your community

Targeted trainings for community and agency leaders, line staff, individual agencies or program type

Converting and creating barrier-free emergency shelters, outreach, diversion/problem-solving and housing systems

Reviewing and drafting Housing First **policies & procedures**

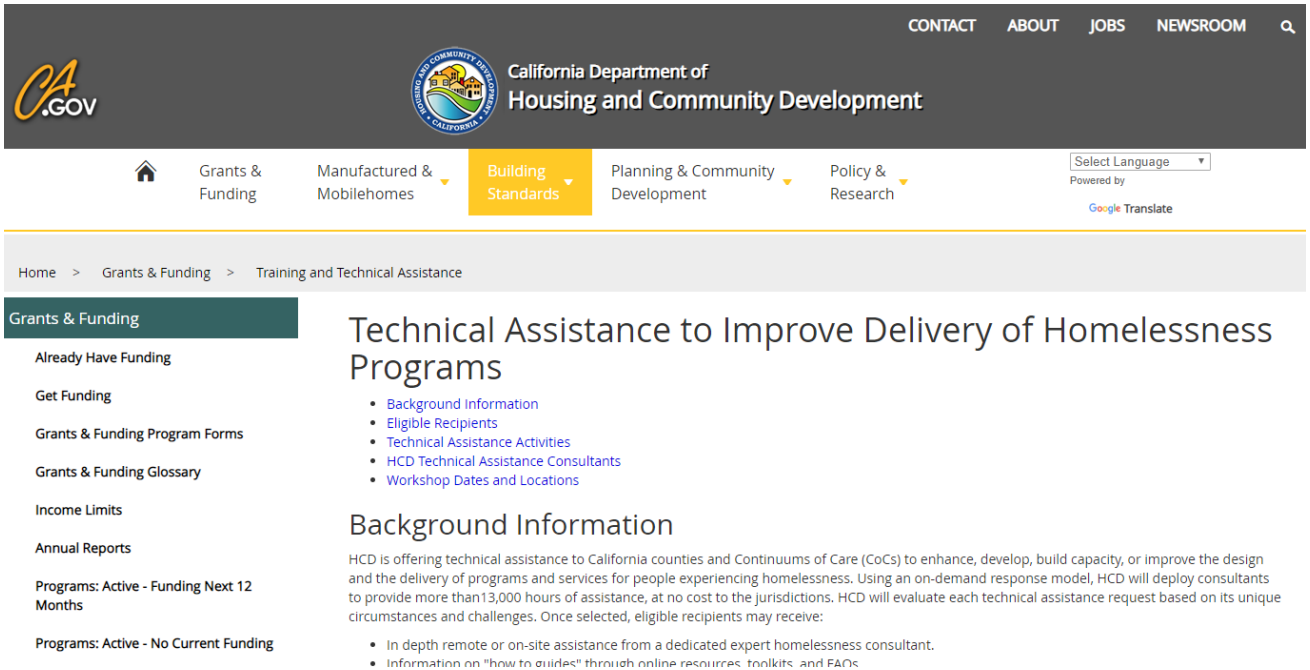
What does your CoC need?

Putting policies and procedures into practice at every step of the process.

Follow The Technical Assistance Team

Visit our Technical Assistance Webpage

http://www.hcd.ca.gov/grants-funding/already-have-funding/technical-assistance.shtml



Questions???

Stay in the know: Follow HCD on social media

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Follow us on Twitter: @California_HCD

Follow us on LinkedIn: /company/californiahcd

Email us at HomelessnessTA@HCD.CA.GOV