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

Meeting Agenda
Continuum of Care (CoC) Board
Wednesday, August 13, 2025
2:00 – 3:30pm
Ventura County Office of Education
Administrative Services Center – Simi Room
5189 Verdugo Way, Camarillo

Zoom Meeting ID: 161 663 1166
https://www.zoomgov.com/j/1616631166

1. Call to Order
2. Board Comments
3. CoC Staff Comments
4. Public Comments: 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. Public comment is limited to 3 minutes per person during the opening part of the meeting and per item. The time allotment can be increased or decreased by the Chair depending on the number of speakers. 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 a written public comment, the comment must be submitted via email no later than 4:30pm on the day prior to the Board meeting. Send emails to: venturacoc@ventura.org Please indicate the agenda item you would like to speak on if relevant and whether you would like your message read by staff or if you will be participating in person.

   During the meeting: Participants attending online may use the chat function in zoom to indicate they would like to make a comment. Participants attending in-person can complete a public comment card indicating which item they would like to comment on and submit to the Board Chair. Staff will call on participants during the public comment section of the meeting or during specific items following staff presentation of the item.

Continuum of Care Governance Board Business

5. Approval of Board Minutes from July 9, 2025.

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

7. Review and Approve an Encampment Response Policy in alignment with State guidance for the Homeless Housing Assistance and Prevention (HHAP) Program Round 6.

8. Approval of grant funding recommendations for State of California Homeless Housing Assistance and Prevention Program (HHAP) Round 6 application; and Authorization to submit the HHAP-6 Application and Regionally Coordinated Homelessness Action Plan to the State Department of Housing and Community Development (HCD) by August 29, 2025.

9. Provide Input and Approval to Amend the Ventura County Continuum of Care (VC CoC) Alliance Governance Charter to Include Proxy Representatives.

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

Meeting Minutes
Continuum of Care (CoC) Board
Wednesday, July 9, 2025
2:00 – 3:30pm
Ventura County Office of Education
Administrative Services Center – Simi Room
5189 Verdugo Way, Camarillo

1. **Call to Order:** Manuel Minjares, Vice Board Chair, called the meeting to order at 2:05pm
   Board Members: Manuel Minjares, Mara Malch, Stefany Gonzalez, Jeff Lambert, Dr. Sevet Johnson, Michael Skinner, Carrie Sabatini, Manuel Minjares, Pauline Preciado,
   Absent: Dawn Dyer, Paul Drevenstedt, Jack Edelstein, Ingrid Hardy
   CoC Staff: Jennifer Harkey, Alicia Morales, Felipe Flores, Morgan Saveliff

2. **Board Comments:** Jeff Lambert shared that the Housing Authority of Ventura recently held a ribbon cutting and process celebration for Valentine Rd.

   CoC Staff Comments: Jenn Harkey shared that she recently attended the National Alliance to End Homelessness conference in D.C. and presented alongside Homebase on our CoC collaboration with criminal justice partners, based on our success through the Bridging Boundaries Action Lab. The session covered methods for effective collaboration, strategies in coordinated entry, and methods to lower barriers to improve access to services.
   Kimberlee Albers (VC Homelessness Solutions Director) shared that the CoC NOFO may be returning to an annual cycle beginning this Summer.

3. **Public Comments:** None.

<u>Continuum of Care Governance Board Business</u>

4. **Approval of Board Minutes from June 11, 2025.**
   Jeff Lambert moved to approve; Michael Skinner was second; Carrie Sabatini abstained; the balance of the Board was in favor.

5. **Approval of an Allocation of State of California Homeless Housing & Assistance Program (HHAP) Program Interest Funding for Homelessness Prevention – Eviction Prevention Rental Mediation.**
   Staff requested approval from the Board to use HHAP program interest to support a county-wide effort for Eviction Prevention Rental Mediation. Tracy McCauley (VC Housing Solutions Director) shared that the County is currently contracted with the Housing Rights Center (HRC) to provide fair housing resources such as tenant rights, discrimination cases, reasonable accommodation, etc. Under this new effort, the funding would be used to contract with qualified organizations to expand services to provide legal guidance and representation for households that are at risk of displacement. Services could include mediation, eviction prevention counseling, educational workshops, and development of outreach and educational materials. Staff shared that this strategy aligns with the Ventura County Homelessness Plan and the VC CoC Board's priority

   Jeff Lambert inquired if this contract would be an expansion of services being provided by HRC. Tracy shared that the HRC provides housing and tenant rights information, this contract would expand services offered locally by providing eviction prevention legal support.

   Jeff Lambert moved to approve; Pauline Preciado was second; all in favor.

6. **Authorization to release a Request for Proposals (RFP) to contract with an independent consultant for a full Coordinated Entry System (CES) evaluation and Approve up to $30,000 in Homeless Housing, Assistance and Prevention (HHAP) Program Grant Administration Funding for a one-year term.**
   CoC staff requested CoC Board approval to release an RFP to contract with an independent consultant to evaluate the CES coordinated entry system and provide guidance on recommendations for improvement on data collection, assessment tools, prioritization strategies, referral processes, system compliance with HUD CES standards, and overall system efficiency, effectiveness, and equity. Staff shared the RFP timeline and evaluation criteria with the Board.

   Dr. Johnson moved to approve; Jeff Lambert was second; all in favor.

7. **Receive an update on the Permanent Supportive Housing units under development**
   Tracy McCauley shared that we currently have a pipeline of 804 permanent affordable rental housing units at 13 locations county-wide. Of those 804 units, 297 are permanent supportive housing (PSH) units dedicated to homelessness. Of the 297 PSH units, it is anticipated that 157 will be completed and occupied by the end of the calendar year or shortly thereafter. The developments included in this number represent those that receive County funding or will be filled through CES. There may be additional affordable developments throughout the County that are supported by local cities and are not included in this count. The full housing update can be found in the July Board packet on the VC CoC Website.

8. **Approval to Reallocate Youth Set-Aside Grant Funding from Homeless Housing Assistance and Prevention (HHAP) Program Rounds 2 and 3 to New Subrecipients.**
   Alicia Morales reminded the Board that in May, it was approved to reallocate $20,768.30 in HHAP 2 and up to $450,000 in HHAP-3 youth set-aside funds. In June, the Board approved to reallocate $251,700 of HHAP3 grant funds to Casa Pacifica. A total of four proposals were received for the remaining funds available for reallocation. Alicia reviewed the proposals with the Board. Further detail on the proposals can be found in the July Board packet on the VC CoC Website.

   Michael Skinner inquired regarding the Interface Children and Family Services (ICFS) proposal for Street Outreach and whether they would be bringing on new staff for the program. Jenn Harkey shared that the Street Outreach Program is separate from the Runaway Homeless Youth Program and would include an additional street outreach staff member.

   Manuel Minjares moved to approve to reallocate $120,000 to ICFS for Interim Sheltering, $80,100 to ICFS for Street Outreach, and $20,700 to MESA for services coordination for non-staff costs; Michael Skinner was second; Jack Edelstein abstained; the balance of the Board was in favor.

9. **Receive and file a report on VC CoC Committees, Workgroups and Staff Updates**
   Felipe flores shared an update on VC CoC Committee work. Felipe highlighted that the Housing and Services Committee developed and released a PIT Count Survey to gather feedback from volunteers. The committee will reconvene on July 16, 2025 to review the survey findings and offer recommendations for the next PIT implementation plan. Felipe further highlighted that the Veteran One Team will be hosting a Stand Down event on August 1, 2025 and the Data Performance and Evaluation Committee will be reviewing the HHAP 6 application and funding priorities on August 6, 2025. The full update can be found in the July Board packet on the VC CoC Website.

   Additional items not on the agenda: none

   Next meeting set for August 13th, 2025
   Meeting adjourned at 2:50pm

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

August 13, 2025

VC CoC Governance Board

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

VC CoC staff continue to hold regular case conferencing meetings focused on homeless Veterans, working collaboratively to strategize solutions for achieving an end to Veteran homelessness in Ventura County. In addition to ongoing coordination with the U.S. Department of Veterans Affairs (VA), the "Ventura One Team" has continued to expand and strengthen partnerships with the goal of achieving Functional Zero for Veteran homelessness.

The Ventura One Team meets bi-monthly in person and remains committed to identifying every Veteran experiencing homelessness, connecting them swiftly to housing resources, and leveraging case conferencing, street outreach, and supportive services to facilitate rapid placement into permanent housing.

The One Team has recently welcomed new partners, including the VA Veteran Justice Program, which enhances support for justice-involved Veterans. This new collaboration adds to an already strong network of partners dedicated to outreach, housing navigation, and supportive services.

Current One Team partners include:

- U.S. Department of Veterans Affairs (HUD-VASH & CES)
- VA Veteran Justice Program
- Salvation Army Supportive Services for Veteran Families
- Salvation Army Grant Per Diem Program
- Turning Point Foundation Veterans Transitional House
- Gold Coast Veterans Foundation
- Mercy House Shelter
- Many Mansions
- U.S.VETS
- Milburn Harbor (VASH Contractor)
- Ventura County CoC

The team also actively participates in Backpack Medicine weekly outreach and continues in-reach efforts with the Ventura County Veterans D.E.L.T.A Unit at VC Jail, offering case management and housing navigation for Veterans who self-report as experiencing homelessness.

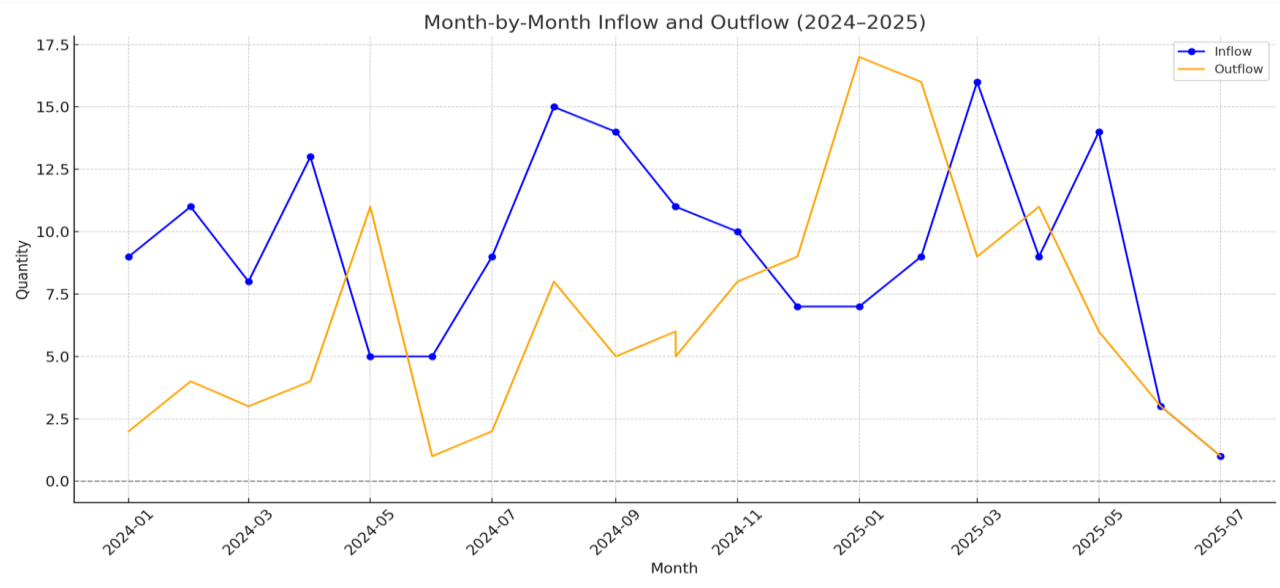
Although the U.S. Interagency Council on Homelessness (USICH) is going through significant changes and restructuring, the One Team remains resolute in its mission. We are actively exploring new avenues and partnerships to pursue a Functional Zero designation and sustain our progress in ending Veteran homelessness.

Together, our One Team continues to move forward, united, persistent, and focused on delivering lasting housing solutions for Veterans in our community. Housing is the foundation for stability, dignity, and recovery. As we continue to move veterans from temporary placements to permanent homes, safe, affordable housing is not just a need, it is the key to unlocking long-term well-being and self-sufficiency.

Month	Inflow	Outflow	Net Flow
1/1/2024	9	2	-7
2/1/2024	11	4	-7
3/1/2024	8	3	-5
4/1/2024	13	4	-9
5/1/2024	5	11	6
6/1/2024	5	1	-4
7/1/2024	9	2	-7
8/1/2024	15	8	-7
9/1/2024	14	5	-9
10/1/2024	11	6	-5
10/1/2024	11	5	-6
11/1/2024	10	8	-2
12/1/2024	7	9	2
1/1/2025	7	17	10
2/1/2025	9	16	7
3/1/2025	16	9	-7
4/1/2025	9	11	2
5/1/2025	14	6	-8
6/1/2025	3	3	0
7/1/2025	1	1	0
Totals	**187**	**131**	**56**

Note: Ventura Springs began moving in the middle of December 2024 and continued through May 2025

This report provides a visual summary of the monthly inflow and outflow data for the system from January 2024 through July 2025. The chart below illustrates the monthly activity and helps in identifying trends or irregularities.



Note: Of the 56 verified veterans currently in shelter or transitional housing with individualized housing plans in place, 18 have been matched to housing units and are pending approval. The matches are as follows: 1 at Ormond Beach,1 at El Portal, 1 at Ventura Springs, 13 at Dolores Huerta Gardens, 2 at TBV VASH. There are 17 Tenet based vouchers available with Oxnard Housing Authority and 13 with Housing Authority of San Buenaventura. HUD-VASH will phase referrals as they mitigate staffing capacity between the two newest developments, Ventura Springs and Dolores Huerta Gardens.

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

August 13, 2025

VC CoC Governance Board

SUBJECT: Review and Approve an Encampment Response Policy in alignment with State guidance for the Homeless Housing Assistance and Prevention (HHAP) Program Round 6.

BACKGROUND: The Ventura County Continuum of Care (VC CoC) is providing this guidance policy to support jurisdictions across the CoC's geographic area in developing consistent, coordinated approaches to encampment resolution. The aim is to facilitate effective outreach, connection to services, and placements into temporary shelter and permanent housing.

Both the County and local cities have made significant investments in addressing homelessness through staffing, services, shelter, and housing solutions. Key initiatives have strengthened connections to housing and supportive services. In order to continue this progress in reducing homelessness, the VC CoC continues to provide guidance on best practices and enourages jurisdictions to provide supportive responses to address encampments. This aligns with the Countywide Homelessness Memorandum of Understanding, finalized in October 2022, that was agreed upon by all jurisdictions to commit to regional collaboration in addressing homelessness and actively participate in VC CoC initiatives.

DISCUSSION: This policy is intended to:

- Ensure the public health and safety of all Ventura County residents, including unhoused individuals.
- Support the transition of unsheltered individuals into interim and permanent housing through a trauma-informed, service-led approach.
- Balance the need for safe public spaces with individual dignity and civil rights.
- Align with the California Interagency Council on Homelessness (Cal ICH) and U.S. Interagency Council on Homelessness (USICH) best practices for encampment resolution.

As used in this policy, the term "encampment" refers to a location where one or more persons experiencing homelessness (unhoused) are living outside, in a place not meant for human habitation. For example, living in tents, makeshift structures, or vehicles with an accumulation of personal belongings. Encampment resolution strategies include the coordination of multidisciplinary team outreach, connecting unsheltered individuals to interim and permanent housing, ensure data tracking in HMIS and GIS mapping, and reviewing progress in partnership with the Ventura County Task Force on Homelessness.

RECOMMENDATIONS: Approve the Encampment Response Policy in alignment with State guidance for the Homeless Housing Assistance and Prevention (HHAP) Program Round 6.

Ventura County Continuum of Care – Encampment Response Guidance Policy

In alignment with the Countywide Homelessness Memorandum of Understanding, the Ventura County Continuum of Care (CoC) is providing this guidance policy as a voluntary template aligned with State guidance. The policy is intended to support jurisdictions across the CoC's geographic area in developing consistent, coordinated approaches to encampment resolution. The aim is to facilitate effective outreach, connection to services, and placements into temporary shelter and permanent housing. The Ventura County CoC is committed to addressing homelessness with compassion, dignity, and respect.

Both the County and local cities have made significant investments in addressing homelessness through staffing, services, shelter, and housing solutions. Key CoC and County-led initiatives—such as the coordinated entry system, the Ventura County Homeless Management Information System (VC HMIS), and one-stop service centers throughout Ventura County—have strengthened connections to housing and supportive services. These include whole person care, street outreach, recuperative care, food assistance, rapid rehousing, emergency shelters, permanent supportive housing, transitional housing, and housing navigation services.

Please note: The Ventura County CoC does not have jurisdictional authority over encampments and does not conduct encampment noticing or removal activities.

Intent

This policy is intended to:

- Ensure the public health and safety of all Ventura County residents, including unhoused individuals.
- Support the transition of unsheltered individuals into interim and permanent housing through a trauma-informed, service-led approach.
- Balance the need for safe public spaces with individual dignity and civil rights.
- Align with the California Interagency Council on Homelessness (Cal ICH) and U.S. Interagency Council on Homelessness (USICH) best practices for encampment resolution.

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Section 1. Pre-Enforcement Protocol and Supportive Response

Except in exigent circumstances presenting risk of harm to life, health, safety, or infrastructure, all of the following conditions should be met prior to any enforcement action under Section 2:

(a) Engagement and Offers of Shelter

Based on the needs of each unhoused individual camping outdoors, continuing efforts should be made to connect individuals to shelter and housing options funded by the County and cities ranging from providing shelter, hotels, safe camping/parking, affordable housing, permanent supportive housing, rapid rehousing, and rental units, among other options. Jurisdictions or their designated outreach partners should:

1. Make documented, good-faith efforts to:
    - Engage all individuals residing in the encampment.
    - Offer shelter beds, housing navigation, and supportive services (e.g., mental health, substance use support, social services).
    - Identify individual needs and provide trauma-informed referrals.
2. Verify the availability of adequate shelter/housing/other resources before enforcement proceeds.

(b) Minimum of 48-Hour Notice to Vacate

A notice to vacate should be:

- Posted in a clearly visible location at the encampment at least 48 hours before enforcement.
- The notice should include:
    1. Date and time of the planned enforcement.
    2. Information about available shelter options, including contact details.
    3. How personal property will be handled, stored, and reclaimed.
    4. Instructions for accessing assistance.
    5. Translation or accessibility formats, as necessary.

(c) Timing and Validity of Notices

- Enforcement should not begin before the posted time/date.
- If enforcement does not occur within 48 hours of the posted date, a new 48-hour notice should be issued before proceeding.

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(d) Site Assessment

Whenever feasible, a site assessment should be completed in advance of outreach and abatement efforts to determine whether an encampment presents risk of harm to life, health, safety, or infrastructure and should therefore be prioritized for outreach and abatement.

Section 2. Prohibited Conduct Related to Encampments

Efforts to resolve encampments should endeavor to maintain all publicly owned property free of prohibited activities while also ensuring these efforts do not criminalize persons experiencing homelessness. Before issuing a citation, attempts should be made to obtain each unsheltered person's voluntary compliance by providing outreach, linkage to homeless services, and by offering shelter to facilitate relocation.

Encampment response efforts should prevent the following prohibited activities:

(a) Unauthorized Structures

The unauthorized construction, placement, and maintenance on public property any semi-permanent structure, including but not limited to:

- Hand-built sheds, or
- Structures with metal, plastic, wood, or other rigid materials used to create shelter.

(b) Unauthorized Camping on Public Property

Unauthorized camping on public property including but not limited to the use or placement of tents, tarps, sleeping bags, blankets, cardboard, or other materials used for shelter or sleeping.

(c) Unauthorized Camping Near Posted Clearance Notices

Unauthorized camping within 200 feet of a posted notice to vacate, or within any area with official signage designating the site for clearance or prohibiting camping, sitting, sleeping, lying, or storage of personal belongings.

(d) Impeding Public Right-of-Way

Sitting, sleeping, lying, or camping on public streets, sidewalks, bike paths, or roadways in a manner that impedes ADA-compliant passage or access to public infrastructure.

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Section 3. Handling of Personal Belongings

During enforcement, items should be handled as follows:

(a) Items to Be Collected and Stored (for at least 60 days)

Personal belongings not posing a health or safety hazard should be:

- Tagged and stored for a minimum of 60 days with instructions posted regarding recovery.
- Personal belongings may include, but are not limited to, eyeglasses, IDs, medical devices, personal papers, legal documents, tents, backpacks, bicycles, strollers, and other personal items.

(b) Items to Be Immediately Disposed Of (due to health or safety risk)

Items that may be immediately discarded include:

1. Biohazardous or infested items (e.g., moldy bedding, soiled clothing, items contaminated by waste or sharps).
2. Combustible or hazardous materials, including propane, gasoline, corrosives.
3. Contraband or illegal substances, to be handled in accordance with law enforcement protocols.

Section 4. Circumstances Requiring Immediate Action

In circumstances presenting risk of harm to life, health, safety, or infrastructure, the following action should be taken:

- Verbal notice to immediately vacate the area should be provided at the earliest opportunity in an effort to obtain voluntary compliance.
- To the extent reasonably possible under the circumstances, any personal property that is left behind should be retained and stored, with notice regarding:
    - Where and how to retrieve stored belongings.
    - A contact number and location for property pickup.
    - The deadline for claim (minimum 60 days).

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Section 5. Regulations and Implementation

The jurisdiction should:

- Develop written policies and procedures consistent with this policy.
- Ensure enforcement is coordinated with outreach teams, health professionals, behavioral health and social service providers for a bridge to housing or shelter.
- Provide training for enforcement and outreach staff on trauma-informed care, disability rights, and de-escalation techniques.
- Track data to monitor the number of people engaged, placed into shelter, or connected to housing. The County of Ventura has a GIS Mapping Application for use by law enforcement in jurisdictions to result in a comprehensive view of encampment response. The Ventura County CoC recommends that all outreach providers utilize the Ventura County Homeless Management Information System (VC HMIS) for data collection, participation in the coordinated entry system, and referrals to resources.

Section 6. Coordination and Reporting

- The Ventura County Task Force on Homelessness in partnership with Ventura County Continuum of Care should coordinate interagency and cross-jurisdictional meetings to review progress on addressing unsheltered homelessness and report publicly on outcomes.
- Reports should include (to the extent such data is available):
    - Number and location of encampments addressed.
    - Number of people offered and accepted shelter or services.
    - Number of housing placements resulting from encampment engagement.

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

August 13, 2025

VC CoC Governance Board

SUBJECT: Approval of grant funding recommendations for State of California Homeless Housing Assistance and Prevention Program (HHAP) Round 6 application; and Authorization to submit the HHAP-6 Application and Regionally Coordinated Homelessness Action Plan to the State Department of Housing and Community Development (HCD) by August 29, 2025.

BACKGROUND: The State Department of Housing and Community Development (HCD) released a Notice of Funding Availability (NOFA) in February 2025 for the Homeless Housing Assistance and Prevention Program (HHAP) Round 6. The State will provide $760 million statewide to qualifying regions, including large cities, counties, and Continuums of Care. The HHAP-6 grant program is authorized under Section 13 of Assembly Bill 166, Chapter 48, Statutes of 2024, Health and Safety Code Section 50239, signed into law by Governor Gavin Newsom on July 2, 2024.

The purpose of HHAP-6 is to advance the State's goals of preventing and rapidly reducing unsheltered homelessness, supporting interim housing, and promoting sustainable permanent housing. The County of Ventura acts as the Administrative Entity for the Ventura County Continuum of Care (VC CoC). Ventura County has been allocated a total of $5,564.394.36 in HHAP-6 funds, which is a combined allocation of $2,690,690.57 for the County of Ventura and $2,873,703.79 for VC CoC. The total includes up to 7% for administrative costs, a minimum of 10% for unaccompanied youth, and up to 1% for the Homeless Management Information System (HMIS) expenses.

The HHAP-6 Memorandum of Understanding (MOU) between the County of Ventura and the VC CoC will be presented to the County of Ventura Board of Supervisors on August 26, 2025 for approval. The MOU formalizes the County's commitment to regional collaboration and local responsibility to address homelessness, in alignment with the shared goal of improving outcomes to reduce unsheltered homelessness, support interim housing, and promote sustainable permanent housing. The MOU allows the County to remain eligible for critical State HHAP-6 funding.

The order of State priorities includes the following categories: 1) Permanent Housing Solutions, 2) Homelessness Prevention Activities, 3) Interim Housing Solutions, 4) Non-Housing Solutions, and 5) Homeless Management Information System (HMIS). The State has required each region to complete the following to be eligible for the HHAP-6 funding:

1) Engage with public stakeholder groups for input to incorporate into the Action Plan. This includes people with lived experience of homelessness, youth with lived experience, local department leaders and staff, homeless and housing service providers, health care services, street medicine providers, victim service providers, youth providers, and veteran service

providers. All of these groups were engaged by VC CoC staff and provided feedback from April 2025 through July 2025.

2) Create and implement a Regionally Coordinated Homelessness Action Plan that lays out a strategic approach to address homelessness in the region, emphasizing collaborative efforts among participating applicants. The Action Plan includes 1-Outreach and Site Coordination, 2-Siting and Use of Available Land, 3-Development of Shelter, Interim, and Permanent Housing Options, 4-Coordinationa of and Connection to Service Delivery, 5-Policies for Addressing Encampments (including a list of all encampments with a specific plan to address each zone), 6-Housing Element Compliance, 7-Housing Element Implementation, 8-Prohousing Designation, 9-Housing Law Violations, 10-Surplus Land, and 11-Annual Progress Report.
3) Provide key actions to improve the region's California System Performance Measures Improvement Plan through available funding sources and include milestones as well as areas for equity improvement.
4) Describe all activities to be funded by HHAP-6 with clear, specific terms under each eligible use category and identify which system performance key action(s) the activity supports.
5) Include a list of all Interim Housing shelters and beds in the region with the total operating costs and funding sources to sustain the projects during the grant term.
6) Certify that the region has budgeted at least 10 percent of the HHAP-6 allocation for homeless youth, as defined in Health and Safety Code 50216.
7) A Memorandum of Understanding (MOU) is required for the regional application to show commitment from each eligible applicant (County and CoC).

The table below shows the summary of allocations across all six rounds of HHAP funded programs in Ventura County. The County Executive Office serves as the Administrative Entity for the HHAP grants. VC CoC staff are currently managing 28 HHAP subrecipient contracts through 15 different service providers, including Casa Pacifica, City of Camarillo, City of Ventura, County Whole Person Care, Help of Ojai, Human Services Agency, Interface, Many Mansions, Mesa Transitional Housing, National Health Foundation, Salvation Army, Turning Point Foundation, United Way of Ventura County, Ventura County Behavioral Health, and Ventura Housing Authority.

Table 1: Homeless, Housing Assistance and Prevention (HHAP) Allocations

Funding Round (Agreement Year)	Continuum of Care (CoC) Allocation	County Allocation	Joint Award through CoC Application and Review Process	Project Types Funded	Program Outcomes
HHAP-1 (2020)	$1,966,091	$1,821,442	$3,787,533	Street Outreach Emergency Shelter Rapid Rehousing	546 Housed 330 Sheltered 1390 Served
HHAP-2 (2021)	$ 930,283	$ 832,659	$1,762,942	Supportive Services Rapid Rehousing Emergency Shelter Street Outreach	452 Housed 189 Sheltered 1234 Served

HHAP-3 (2022)	$2,497,978	$2,331,446	$4,829,424	Permanent Housing Emergency Shelter Operational Subsidies	277 Housed 335 Sheltered 1260 Served
HHAP-4 (2023)	$2,988,229	$2,803,605	$5,791,834	Homeless Prevention Rapid Rehousing Operational Subsidies Emergency Shelter	249 Prevented Homelessness 574 Housed 145 Sheltered 1314 Served
HHAP-5 (2025)	$3,510,134	$3,367,663	$6,877,797	Homeless Prevention Supportive Housing Rapid Rehousing Emergency Shelter	*Contracts Started July 2025*
HHAP-6 (2026)	$2,873,704	$2,690,690	$5,564,394	*To Be Determined through CoC RFP*	*Contracts Anticipated January 2026*
Totals	**$14,766,419**	**$13,847,505**	**$28,613,924**		

The HHAP Round 6 funding recommendations listed in table 2 are based on the data analysis, system performance metrics, stakeholder engagement feedback, and areas of need demonstrated through the analysis of current investments in the State's priority categories. There remains a significant need to invest in the expansion of supportive housing, homelessness prevention, and supportive services. From 2023-2024, VC CoC continues to make progress toward the CA system Performance Metrics.

- #1b reducing # of homeless persons from 1633 to 1431 (-12%)
- #2 reducing # of persons first time homeless from 1,429 to 1,463 (+2%)
- #3 increasing # exiting to Permanent Housing from 645 to 772 (20%)
- #4 reducing Length of time homeless from 207 to 204 (-2%)
- #5 reducing returns to homelessness from 9.8% to 8.24% (-1.57%)
- #6 increase successful placements from Street Outreach from 45 to 38 (-16%)

Table 2: HHAP Round 6 Funding Recommendations

Minimums	**Activity**	**Proposed Budget**	**Eligible Activity Type**	**System Performance Metric Impact**
Permanent Housing (50%)	PH – Capital (34%)	865,000.00	Capital for Permanent Housing. Includes building conversions or existing interim into permanent housing.	1a, 3, 4 and 5
	PH – Rapid Rehousing / Rental Assistance / Operational Subsidies (13%)	1,746,000.00	Rental subsidies or longer-term subsidy programs.	1b, 4, 5, and 6

	PH – Services (15%)	852,954.92	Supportive services for people in Permanent Housing to increase housing retention with case management services.	2, 4, and 5
Homelessness Prevention	PH – HP (20%)	1,119,000.00	Homelessness Prevention Activities that can prevent homelessness for those at or below 30% area median income. Diversion support programs are eligible.	2
Youth Set Aside (10%)	Youth - Interim Housing / Services Coordination (8%)	450,000.00	Interim Housing Solutions. Vouchers for motels are eligible.	1b, 4 or 6
	Youth - Services Coordination / Street Outreach (2%)	106,439.44	Services and Services Coordination. Includes costs to support regional and systems planning.	2, 4 and 5
HMIS	Homeless Management Information System (HMIS)	55,000.00	HMIS (Up to 1 percent)	ALL
Admin	Admin (7%)	370,000.00	Administrative Costs (up to 7 percent)	ALL
	Total	**5,564,394.36**		

RECOMMENDATIONS:

1. Approval of grant funding recommendations for State of California Homeless Housing Assistance and Prevention Program (HHAP) Round 6 application; and
2. Authorization for VC CoC Staff to submit the HHAP-6 Application and Regionally Coordinated Homelessness Action Plan to the State Department of Housing and Community Development (HCD) by August 29, 2025.

California Department of
Housing and Community Development

HHAP Round 6 Regional Application Template

Purpose of this Template

The Department of Housing and Community Development (HCD) is providing this Homeless Housing, Assistance and Prevention Program (HHAP) Regional Application Template (template) as a tool to help HHAP Round 6 (HHAP 6) regional applicants prepare responses for subsequent submission through the official online application portal. The template closely mirrors the online application portal and is intended to support the development of the regional application for approval by HCD as required in AB 166 (Health & Safety Code § 50239 and 50242, et seq.).

The template will not be collected by HCD, nor will HCD review any template in lieu of an official regional application submission. Applicants are responsible for inputting the required information into the online application portal and submitting the official regional application in the portal no later than 5:00 p.m. on Friday, August 29, 2025.

The regional application consists of the following Sections:

- Section 1. Regional Identification and Contracting Information
- Section 2. Documentation and Certification of Stakeholder Engagement
- Section 3. Regionally Coordinated Homelessness Action Plan
  - 3.a. Regional Partners' Roles and Responsibilities
  - 3.b. System Performance Measures Improvement Plan
- Section 4. HHAP 6 Funding Plan
  - 4.a. Proposed Funding Activities
  - 4.b. Sustainability of the Region's Interim Housing Portfolio
  - 4.c. Sustainability of the Region's Permanent Housing Portfolio (If applicable)
  - 4.d. Documentation of Youth Set Aside Requirement
- Section 5. Regional Memorandum of Understanding MOU and Application Certification

Green tables describe the steps required to complete each section and provide guidance on how to use the template and/or minimum requirements.

Blue tables capture the application data and mirror the data fields in the online application portal.

DRAFT

HHAP 6 Regional Application Template

Section 1. Region Identification and Contracting Information

Steps to complete this section

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

Guidance for this section

Regional Application Participation

Continuums of Care (CoCs)

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: "*Is participating in this regional application as a collaborator*" for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

Large Cities ("City" or "Cities")

Large Cities must apply as part of the regional application with the applicable county and CoC.

Counties

- In a CoC that serves a single County, the County **must** apply as part of a regional application with the CoC and any overlapping Large Cities.
- In a multi-county CoC, counties are **strongly encouraged** to apply in collaboration with other counties that are served by the same CoC. **At a minimum**, each County must apply with the overlapping CoC.

LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, HHAP 6 allocations are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation,** select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

Please select the Continuum of Care Region

Continuum of Care Region
Oxnard, San Buenaventura/Ventura County CoC

Guidance
The table below is formatted as "repeating content". To add an Eligible Applicant, click anywhere in the table to reveal the content border, then click the (+) that appears on the right-hand margin of the border. This will not work if the template is open in a web browser; the template **must be** open in the Microsoft Word application.

Eligible Applicant
Oxnard, San Buenaventura/Ventura County CoC
Participation Status
Is participating in this application as a collaborator.
Contracting Status
Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP 6 allocation
Designated Administrative Entity (if applicable)
Ventura County
Contact Title
Management Analyst
Contact Name
Alicia Morales-McKinney

Contact Email
alicia.morales-mckinney@venturacounty.gov
Contact Phone
(805) 654-5108
Eligible Applicant
Ventura County
Participation Status
Is participating in this application as an Eligible Applicant.
Contracting Status
Will enter into contract with the state to receive and administer their HHAP 6 allocation
Designated Administrative Entity (if applicable)
Ventura County
Contact Title
CoC Program Director
Contact Name
Jennifer Harkey
Contact Email
Jennifer.Harkey@ventura.org
Contact Phone
805-658-4342

Section 2. Documentation and Certification of Stakeholder Engagement

Steps to complete this section
1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan). 2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan. 3. Describe the specific input from the public meetings that was incorporated into the Plan. 4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

Meeting Dates

Guidance
No less than three (3) public meetings must be held for <u>each</u> Regionally Coordinated

Homelessness Action Plan. Applicants should retain documentation of the meetings in alignment with HCD's records retention requirement outlined in the HHAP 6 NOFA and should upload relevant documentation to support certification of Section 2 of the regional application.

To add additional meetings, click into the last row of the table, then press "tab" on your keyboard.

Meeting Dates
4/17/2025
5/7/2025
6/26/2025
7/7/2025
8/6/2025

Stakeholder Engagement

Guidance

A description is required for <u>each</u> stakeholder group engaged in development of the Regionally Coordinated Homelessness Action Plan. In addition to providing the information required below, applicants should retain documentation of the meetings in alignment with HCD's records retention requirement outlined in the HHAP 6 NOFA and should upload relevant documentation to support certification of Section 2 of the regional application. Documentation of stakeholder engagement may include copies of meeting invites and invitee lists, drafts provided for feedback, etc.

Stakeholders	Description of how stakeholders were invited and encouraged to engage in the public stakeholder process	Describe the specific input from stakeholders that was incorporated into the Plan
People with lived experience of homelessness, including but not limited to survivors of domestic violence	The Ventura County Continuum of Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a	Persons with Lived Experience provided valuable feedback during the session, which directly informed key priorities and strategies within the Plan: • **Housing Challenges and Priorities:** Attendees emphasized the impact of high living costs, rising rents, and low vacancy rates on housing insecurity and homelessness. Reflecting this, the Plan prioritizes expanding Permanent Supportive Housing and enhancing Homelessness Prevention efforts, including increased outreach such as

	review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and transparency.	advertising on public buses. • **Supportive Housing Needs:** Participants highlighted that even senior housing is increasingly unaffordable for individuals on fixed incomes. This feedback reinforced the Plan's focus on supportive housing options tailored to vulnerable populations. • **Supportive Services:** The need for comprehensive supportive services was strongly voiced, with priorities including housing navigation, case management for housing retention, life skills training, and peer support. Stakeholders specifically stressed the importance of housing navigation assistance, particularly for individuals using housing vouchers facing high rents and landlords unwilling to accept Section 8. • **Trauma-Informed and Low-Barrier Approaches:** Participants called for interim shelters and permanent housing programs to adopt low-barrier policies, with no sobriety requirements and flexible age limits for family shelters. This input shaped the Plan's commitment to trauma-informed, accessible services that reduce barriers to housing. • **Training and Policy Guidance:** Participants requested

		trauma-informed training for all staff members, beyond case managers, and emphasized the vital role of peer support and advocacy. Additionally, they advocated for a low-barrier guidance policy to be adopted across all shelters, which the Plan incorporates to ensure consistent, inclusive service delivery. By integrating this feedback, the Plan aims to address both the immediate and systemic challenges faced by individuals experiencing homelessness and housing insecurity in Ventura County.
Youth with lived experience of homelessness	The Ventura County Continuum of Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both	**Incorporation of Youth with Lived Experience Input into the Plan** Input from youth participants provided critical guidance in shaping housing and supportive service strategies to better meet their unique needs: • **Safety and Youth-Only Programs:** Youth strongly emphasized the need for safety and trauma-informed environments, expressing a preference to reside exclusively in youth-only programs across interim, transitional, and permanent housing. The Plan prioritizes development and funding of youth-only housing models to create secure, supportive spaces. • **Interim Housing**

	an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and transparency. CoC staff proactively connected with agencies, service providers, and community organizations to inform them about the HHAP regional planning process. Invitations were extended to staff and individuals with lived experience of homelessness, requesting their attendance and feedback. Various communication platforms were utilized, including meeting announcements, email communications, and direct outreach to local departments, jurisdictions, and community groups. Efforts were made to ensure inclusivity by targeting specific	**Preferences:** Stakeholders recommended youth-only, non-congregate interim housing settings. Hotels may be acceptable if coupled with supportive services, peer support, and strong coordination with hotel management, including overnight security. Safe Sleep parking programs were considered viable provided 24-hour security is ensured. • **Transitional Housing Priorities:** Youth advised transitional housing programs be youth-only and span 2–5 years to provide stability. They suggested implementing "work for rent" programs to teach budgeting and life skills, alongside tapered financial assistance. Case management services to support employment acquisition and financial management were emphasized. • **Permanent Housing Models:** Youth participants favored shared housing exclusively with other youth, requiring secure, lockable doors. Dorm-style housing and Accessory Dwelling Units (ADUs) with private entrances were acceptable. The Plan incorporates support for platforms facilitating roommate matching and recommends establishing a landlord

	groups such as people with lived experience including youth, survivors of domestic violence, populations overrepresented in homelessness, and service providers directly assisting individuals experiencing homelessness or at risk of homelessness. Stakeholders were encouraged to provide input through public meetings, surveys, and focus groups, ensuring their voices were heard in shaping the Regional Coordinated Action Plan. To further enhance engagement, the HHAP manager collaborated with local organizations, including child welfare, health care, behavioral health, justice, and education system leaders, to ensure their participation. Technical assistance sessions were conducted with key partners, such as the Ventura County Probation Agency, to gather feedback on leveraging funding and supporting individuals exiting institutional settings who are unhoused. The HHAP manager also worked closely with street medicine providers, Medi-Cal Managed Care Plans, and other service providers to ensure their involvement in the planning process. Stakeholders were invited to participate in discussions, provide feedback, and contribute to the development of strategies that align with the region's goals to prevent and end homelessness.	registry with available youth-friendly ADUs to improve housing access. • **Supportive Services:** The Plan includes educational programs identified by youth, such as housing application assistance, lease literacy, tenant rights education, budgeting, and credit counseling to empower youth towards housing stability and independence. • **Outreach and Resource Awareness:** Youth suggested targeted outreach to local schools and counselors to disseminate housing resources more effectively. This feedback is incorporated into the Plan's outreach strategy to increase awareness and access to youth-specific housing supports. By integrating this comprehensive youth input, the Plan aims to provide safe, stable, and supportive housing options that address the unique challenges faced by youth experiencing homelessness.
Local department	The Ventura County Continuum of	The Ventura County Continuum of

leaders and staff from qualifying smaller jurisdictions, including child welfare, public welfare, health care, behavioral health, justice, and education system leaders	Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and	Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and

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Homeless services and housing providers, including	The Ventura County Continuum of Care (CoC) actively engaged the public and key stakeholders by	During the stakeholder engagement forum conducted as part of the planning process for HHAP Round 6

developers of permanent affordable housing operating within the region.	organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and transparency.	funding, participants shared a range of insights and priorities focused on addressing local homelessness challenges. A central theme that emerged was the significant impact of the region's high cost of living, increasing rents, and low housing vacancy rates. Stakeholders emphasized that these factors continue to drive housing insecurity and contribute to rising homelessness. **Key Priority Areas Identified:** 1. **Homelessness Prevention and Housing Stability** Stakeholders highlighted the urgent need to prioritize interventions that help individuals and families remain housed. Specific recommendations included: ○ Increased investment in **homelessness prevention**, with an emphasis on expanding flexibility in eligible expenses and household eligibility. ○ Enhanced **housing retention strategies** to reduce both first-time and repeat entries into homelessness. ○ Strengthening **supportive services** to stabilize at-risk households. 2. **Housing-Focused Solutions** The forum underscored the importance of creating and maintaining pathways to

	CoC staff proactively connected with agencies, service providers, and community organizations to inform them about the HHAP regional planning process. Invitations were extended to staff and individuals with lived experience of homelessness, requesting their attendance and feedback. Various communication platforms were utilized, including meeting announcements, email communications, and direct outreach to local departments, jurisdictions, and community groups. Efforts were made to ensure inclusivity by targeting specific groups such as people with lived experience including youth, survivors of domestic violence, populations overrepresented in homelessness, and service providers directly assisting individuals experiencing homelessness or at risk of homelessness. Stakeholders were encouraged to provide input through public meetings, surveys, and focus groups, ensuring their voices were heard in shaping the Regional Coordinated Action Plan. To further enhance engagement, the HHAP manager collaborated with local organizations, including child welfare, health care, behavioral health, justice, and education system leaders, to ensure their participation. Technical assistance sessions were conducted with key partners,	permanent housing. Key areas for funding prioritization included: ○ **Rapid Re-Housing** programs to quickly move individuals from homelessness into stable housing. ○ Expansion of **Permanent Supportive Housing** for those with higher service needs. ○ **Landlord incentives** to increase access to private market units. ○ Comprehensive **housing navigation** support to assist individuals in locating and securing housing. 3. **Reduction of Unsheltered Homelessness** To address the growing unsheltered population, stakeholders recommended focusing on low-barrier, person-centered programs such as: ○ Continued support for **street outreach** and **drop-in programs** to connect people with services and housing resources. ○ Implementation and expansion of **Safe Sleep Programs** to provide immediate, safer alternatives to

	such as the Ventura County Probation Agency, to gather feedback on leveraging funding and supporting individuals exiting institutional settings who are unhoused. The HHAP manager also worked closely with street medicine providers, Medi-Cal Managed Care Plans, and other service providers to ensure their involvement in the planning process. Stakeholders were invited to participate in discussions, provide feedback, and contribute to the development of strategies that align with the region's goals to prevent and end homelessness.	unsheltered settings. ○ Increased access to **substance use treatment** as part of a holistic approach to stabilization and recovery.
Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region	The Ventura County Continuum of Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging	During the stakeholder engagement forum conducted as part of the planning process for HHAP Round 6 funding, participants shared a range of insights and priorities focused on addressing local homelessness challenges. A central theme that emerged was the significant impact of the region's high cost of living, increasing rents, and low housing vacancy rates. Stakeholders emphasized that these factors continue to drive housing insecurity and contribute to rising homelessness. **Key Priority Areas Identified:** 1. **Homelessness Prevention and Housing Stability** Stakeholders highlighted the urgent need to prioritize interventions that help individuals and families remain housed. Specific recommendations included: ○ Increased investment in **homelessness**

	community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and transparency. CoC staff proactively connected with agencies, service providers, and community organizations to inform them about the HHAP regional planning process. Invitations were extended to staff and individuals with lived experience of homelessness, requesting their attendance and feedback. Various communication platforms were utilized, including meeting announcements, email communications, and direct outreach to local departments, jurisdictions, and community groups. Efforts were made to ensure inclusivity by targeting specific groups such as people with lived experience including youth, survivors of domestic violence,	**prevention**, with an emphasis on expanding flexibility in eligible expenses and household eligibility. ○ Enhanced **housing retention strategies** to reduce both first-time and repeat entries into homelessness. ○ Strengthening **supportive services** to stabilize at-risk households. 2. **Housing-Focused Solutions** The forum underscored the importance of creating and maintaining pathways to permanent housing. Key areas for funding prioritization included: ○ **Rapid Re-Housing** programs to quickly move individuals from homelessness into stable housing. ○ Expansion of **Permanent Supportive Housing** for those with higher service needs. ○ **Landlord incentives** to increase access to private market units. ○ Comprehensive **housing navigation** support to assist individuals in locating and

	populations overrepresented in homelessness, and service providers directly assisting individuals experiencing homelessness or at risk of homelessness. Stakeholders were encouraged to provide input through public meetings, surveys, and focus groups, ensuring their voices were heard in shaping the Regional Coordinated Action Plan. To further enhance engagement, the HHAP manager collaborated with local organizations, including child welfare, health care, behavioral health, justice, and education system leaders, to ensure their participation. Technical assistance sessions were conducted with key partners, such as the Ventura County Probation Agency, to gather feedback on leveraging funding and supporting individuals exiting institutional settings who are unhoused. The HHAP manager also worked closely with street medicine providers, Medi-Cal Managed Care Plans, and other service providers to ensure their involvement in the planning process. Stakeholders were invited to participate in discussions, provide feedback, and contribute to the development of strategies that align with the region's goals to prevent and end homelessness.	securing housing. 3. **Reduction of Unsheltered Homelessness** To address the growing unsheltered population, stakeholders recommended focusing on low-barrier, person-centered programs such as: ○ Continued support for **street outreach** and **drop-in programs** to connect people with services and housing resources. ○ Implementation and expansion of **Safe Sleep Programs** to provide immediate, safer alternatives to unsheltered settings. ○ Increased access to **substance use treatment** as part of a holistic approach to stabilization and recovery.
Federally recognized tribal governments pursuant to Section 4103 of Title 25 of the	None in Ventura County.	N/A

United States Code that are within the region.		
Street medicine providers, victim service providers, and other service providers directly assisting people experiencing homelessness or at risk of homelessness	The Ventura County Continuum of Care (CoC) actively engaged the public and key stakeholders by organizing a stakeholder engagement meeting on April 17th, May 14th and June 26th. To ensure broad participation, the CoC sent an inclusive invitation to all CoC Alliance Members and stakeholders, clearly outlining the meeting's purpose to gather feedback on outcome strategies and goals in preparation for the upcoming Homeless Housing Assistance and Prevention (HHAP) grant application. The invitation provided detailed information about the agenda, including a review of eligible HHAP activities, data, and State goals. To maximize accessibility, the CoC offered both an in-person meeting location at the Government Center and an online Zoom option, encouraging community members to join via their preferred method. Additionally, the CoC requested recipients to share the meeting flyer within their networks to further encourage widespread community involvement. This approach reflects the CoC's commitment to transparency, collaboration, and inclusivity in the stakeholder engagement process. HHAP manager included agenda items specifically focused on planning meetings for the Regional	During the stakeholder engagement forum conducted as part of the planning process for HHAP Round 6 funding, participants shared a range of insights and priorities focused on addressing local homelessness challenges. A central theme that emerged was the significant impact of the region's high cost of living, increasing rents, and low housing vacancy rates. Stakeholders emphasized that these factors continue to drive housing insecurity and contribute to rising homelessness. **Key Priority Areas Identified:** 1. **Homelessness Prevention and Housing Stability** Stakeholders highlighted the urgent need to prioritize interventions that help individuals and families remain housed. Specific recommendations included: ○ Increased investment in **homelessness prevention**, with an emphasis on expanding flexibility in eligible expenses and household eligibility. ○ Enhanced **housing retention strategies** to reduce both first-time and repeat entries into homelessness. ○ Strengthening **supportive services**

	Coordinated Action Plan. Meeting agendas were posted on the Ventura County CoC website to ensure public accessibility and transparency. CoC staff proactively connected with agencies, service providers, and community organizations to inform them about the HHAP regional planning process. Invitations were extended to staff and individuals with lived experience of homelessness, requesting their attendance and feedback. Various communication platforms were utilized, including meeting announcements, email communications, and direct outreach to local departments, jurisdictions, and community groups. Efforts were made to ensure inclusivity by targeting specific groups such as people with lived experience including youth, survivors of domestic violence, populations overrepresented in homelessness, and service providers directly assisting individuals experiencing homelessness or at risk of homelessness. Stakeholders were encouraged to provide input through public meetings, surveys, and focus groups, ensuring their voices were heard in shaping the Regional Coordinated Action Plan. To further enhance engagement, the HHAP manager collaborated with local organizations, including	to stabilize at-risk households. 2. **Housing-Focused Solutions** The forum underscored the importance of creating and maintaining pathways to permanent housing. Key areas for funding prioritization included: ○ **Rapid Re-Housing** programs to quickly move individuals from homelessness into stable housing. ○ Expansion of **Permanent Supportive Housing** for those with higher service needs. ○ **Landlord incentives** to increase access to private market units. ○ Comprehensive **housing navigation** support to assist individuals in locating and securing housing. 3. **Reduction of Unsheltered Homelessness** To address the growing unsheltered population, stakeholders recommended focusing on low-barrier, person-centered programs such as: ○ Continued support for **street outreach** and **drop-in programs** to connect people with

	child welfare, health care, behavioral health, justice, and education system leaders, to ensure their participation. Technical assistance sessions were conducted with key partners, such as the Ventura County Probation Agency, to gather feedback on leveraging funding and supporting individuals exiting institutional settings who are unhoused. The HHAP manager also worked closely with street medicine providers, Medi-Cal Managed Care Plans, and other service providers to ensure their involvement in the planning process. Stakeholders were invited to participate in discussions, provide feedback, and contribute to the development of strategies that align with the region's goals to prevent and end homelessness.	services and housing resources. ○ Implementation and expansion of **Safe Sleep Programs** to provide immediate, safer alternatives to unsheltered settings. ○ Increased access to **substance use treatment** as part of a holistic approach to stabilization and recovery.

Describe any other input from public meetings not captured above that was incorporated into the Plan.

N/A

By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the HHAP 6 NOFA in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.

☒ I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.

Optional Upload: Stakeholder Engagement

Guidance
Upload supporting documentation to support the region's certification of Section 2 of this regional application, which may include meeting invites and invitee list.

Section 3. Regionally Coordinated Homelessness Action Plan

Guidance

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

Guidance

Each Eligible Applicant in the region must describe how they currently, or will begin to, coordinate comprehensive outreach to individuals experiencing, and at risk of experiencing, homelessness in the region, and coordinate on siting of services, shelters, and interim and permanent housing in the region.

Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Eligible Applicant	Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region
Ventura County	Street outreach teams work closely with behavioral health, health care, social services, and law enforcement to ensure resources are reaching people countywide. Outreach teams immediately connect and link unsheltered people to available shelter beds and provide basic needs in encampments, river bottoms, and other areas known congregation areas. Engagement consists of weekly contacts to develop rapport and connecting people to resources through HMIS to the Coordinated Entry System (CES) for housing and shelter resources. Ventura County seeks to strengthen outreach efforts and address the health and safety needs of people experiencing unsheltered homelessness. Identifying funding sources to further expand the coordinated multi-disciplinary team (MDT) outreach is part of the system improvement plan. The MDT Street outreach will improve the quality of care for a person experiencing homelessness, ensuring a more holistic, whole-person approach and improved outcomes. Ventura County is

	focused on resource provision and outreach, standardizing engagement, and service delivery to ensure a coordinated approach.
Oxnard, San Buenaventura/Ventura County CoC	Ventura County has seen a 22% decrease in unsheltered homelessness over the past two years, from 1633 in 2023 to 1274 in 2025, based on the Point In Time Count data. Street outreach has been tailored to work closely with other service providers and law enforcement homeless liaison officers, as well as incorporate people with lived experience in the planning and operations of outreach efforts. VC CoC Staff developed training that aligns with the National Alliance to End Homelessness (NAEH) guidance on Housing Focused Street Outreach to improve trauma informed rapport building, field-based data collection, improve case management, and help prioritize unsheltered individuals for housing and shelter. The VC CoC also used CoC Planning Grant funding to contract with the Partnership for Safe Families to develop peer level training for service providers to better engage with people living on the streets. Incorporating peer support in Street Outreach has improved service delivery and helped build trust with the homeless community.

3.a.2. Siting and Use of Available Land

Guidance
Each Eligible Applicant in the region must describe how they will coordinate efforts to identify **and** promote use of available land for the production of interim or permanent housing. Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Eligible Applicant	**Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region**
Ventura County	County of Ventura proposes to encourage efforts to: Promote consistency across jurisdictions to pursue funding opportunities and programs in communities with identified gaps. Continue participating in discussions with local jurisdictions pursuing State housing development projects to expand PSH units. Continue participating in presentations to city councils/board of supervisors and provide guidance on key components of permanent supportive housing development plans, including supportive services, capturing unique data on subpopulations, and data for racial equity. Coordinate with the Housing Community Development Team to identify siting, and evaluation of publicly owned parcels available land for affordable housing. Provide insights with jurisdiction leads so that they may improve their State of California's approved Housing Element Plan, land use and development standards

	including partnering with several local school districts and cities. Evaluations and recommendations will be completed by June 2026. Facilitate and promote prioritization of local projects for state funding and encourage local jurisdictions to pursue lower-cost housing typologies such as tiny homes, accessory dwelling units, hotel/motel conversions, prefabricated modular homes and shipping containers to meet affordable housing needs. Over the past two years, the County has used land it owns for affordable housing development in two new Permanent Supportive Housing projects. Additionally, the County of Ventura received a grant from the Southern California Association of Governments to evaluate identified publicly owned parcels of land for affordable housing development.
Oxnard, San Buenaventura/Ventura County CoC	The Continuum of Care (CoC) coordinates with the County of Ventura's Housing Community Development Team to identify siting and available land. The CoC provides insights for jurisdiction leads to review the cities State of California's approved Housing Element Plan, land use and development standards. Assist jurisdictions in identifying system gaps and provide feedback and recommendations on best uses of funding. CoC staff continue to encourage all jurisdictions to enhance participation in the CoC for the purpose of pursuing existing and new financial resources to develop housing, evaluate and suggest recommendations related to housing at the local, state, and federal levels. Continue encouraging local jurisdictions to identify and evaluate underutilized, publicly owned land (state, County, City) for affordable housing development, and engage in collaborative efforts to seek ProHousing Designations from the California Department of Housing and Community Development (HCD).

3.a.3. Development of Shelter, Interim and Permanent Housing Options

Guidance	
Each Eligible Applicant in the region must describe how they are engaging housing developers working in the region, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing. Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.	
Eligible Applicant	**Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing**
Ventura County	The County will provide input and help influence the structure, utilization, and maintenance of permanent funding. To address homelessness effectively and efficiently, Ventura County will play a vital role in providing feedback and encouragement to focus on increasing permanent housing options for the region.

	Annually, through its funding cycle, the County supports the creation of new affordable housing and permanent supportive housing units and meets regularly with community groups/advocacy groups to discuss housing issues/support efforts to create housing. The County will also research and pursue dedicated revenue streams adopted by other communities and determine feasibility for Ventura County such as Bond Measures. With the addition of a homeless solutions director and housing solutions director, the County will strive to balance its system, with the goal of, for every 1 interim housing unit, creating 4 permanent supportive housing units and resources to serve 10 households through prevention and diversion services. In addition, the County will regularly share and review data from the Homeless Management Information System (HMIS) and Point-in-Time Count (PIT) with community partners, service providers and developers to strategically align and foster communication with regional goals and objectives.
Oxnard, San Buenaventura/Ventura County CoC	With more people cycling into homelessness than there are exiting homelessness, revealing an underinvestment in more permanent solutions such as permanent housing and prevention strategies, the CoC will further prioritize funding to increase permanent housing and supportive services. The CoC will also research and identify grant funding dedicated to the development of permanent housing (PSH, PH, RRH and HP) and operating subsidies and it will continue to reach out and engage with community partners and stakeholders to review data solicit needs, input and share successes.

3.a.4. Coordination of and Connection to Service Delivery

Guidance
Each Eligible Applicant in the region must describe how they are coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness. Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Eligible Applicant	**Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness.**
Ventura County	To address homelessness effectively and efficiently, Ventura County will continue to play a vital role in fostering the development and increase of permanent housing options by researching, pursuing directly, and encouraging local jurisdictions to pursue dedicated revenue streams adopted by other communities, and help determine feasibility for Ventura

	County. The County will promote the utilization of a 1:4:10 ratio framework to prioritize investments in permanent housing and homelessness prevention. For every 1 unit of interim housing developed, the County aims to develop 4 units of permanent housing and serve 10 households through homelessness prevention. Recently, leadership from the County Executive Office, Ventura County Behavioral Health, Health Care Agency, Human Services Agency, and Medi-Cal Managed Care Plan began the strategic planning to implement changes in the Behavioral Health Services Act housing funds. Discussions have been instrumental in planning for interim and permanent housing solutions for those experiencing homelessness with behavioral health disorders. Additionally, the Medi-Cal Managed Care is working closely with our County agencies to ensure eligible members are served and connected to the appropriate resources.
Oxnard, San Buenaventura/Ventura County CoC	The CoC continues to prioritize expanded, flexible funding for countywide homelessness prevention and seeks to leverage Behavioral Health Services Act funding for upcoming projects to expand interim and permanent housing for those experiencing homelessness with behavioral health needs. The CoC meets regularly with the Ventura County Behavioral Health team and Medi-Cal Managed Care Plan staff to ensure our unhoused population are connected to the appropriate resources. The County's Health Care Agency, Behavioral Health, and Human Services Agency staff are all participating in the Homeless Management Information System (HMIS) to ensure referrals are made through the Coordinated Entry System. All new interim housing and permanent supportive housing projects, including those dedicated to behavioral health, are entered into HMIS for data and reporting as well. The CoC will continue to monitor resource availability and adjust ratios accordingly to balance prevention, interim housing, and permanent housing systemwide.

3.a.5. Policies for Addressing Encampments

Guidance

Each Eligible Applicant in the region must identify all encampments within the region, with specific plans to address these encampments. If the scale of encampments in your region makes filling out the table provided difficult, Eligible Applicants may alternatively upload a map showing where encampments are concentrated, and report the information required for each encampment zone or if it is less burdensome, upload a spreadsheet containing the required information for each encampment zone.

For each encampment/encampment zone, the region is required provide:

1. An address or general location.
2. Estimated population
3. A specific plan to address the encampment/encampment zone (e.g., description of how

many individuals are projected to be served by what type of housing solutions, how will regional partners collaborate).
4. Key milestone dates to carry out the described plans (e.g., goal date for outreach, goal date for all encampment residents to transition into housing solutions).
5. The encampment/encampment zone's ERF grant status (active ERF project(s), applied for site(s), plans to apply for site(s)).
6. If applicable, the ERF contract number(s).
7. Lead entity for addressing the encampment/encampment zone.

Regions may also choose to upload one or more maps of encampments/encampment zones within the region.

To add additional encampments, click into the last row of the table, then press "tab" on your keyboard.

Each Eligible Applicant must also confirm whether they have a current and formal policy to address encampments that complies with the California Interagency Council on Homelessness (Cal ICH) Guidance on Addressing Encampments.

- If the policy **fully complies** with the Cal ICH Guidance on Addressing Encampments, the Eligible Applicant must link to or upload the policy.
- If the policy **partially complies** with the Cal ICH Guidance on Addressing Encampments, the Eligible Applicant must describe what elements of the policy comply, and how. They also must link to or upload the policy.
- If any Eligible Applicant **does not have** a current and formal policy to address encampments, they must describe their existing efforts to address encampments, actively commit to following the Cal ICH Guidance on Addressing Encampments and identify a specific timeline by which they will adopt such a policy.

Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Reference Upload

Encampment	Address or General Location	Estimated Population	What are the region's specific plans to address this encampment?	What are the Key Milestone Dates to carry out the described plan?	ERF Status (site funded by ERF; Yes/No)	If Yes, ERF Contract #	If No, are there current plans to submit an ERF application to address this site? (Yes/No)	Lead Entity for addressing this encampment

Optional: Encampments Excel

Guidance

If it is too burdensome to provide the required information in the table, Eligible Applicants may upload a spreadsheet containing the required information for each encampment zone in the region.

For each encampment/encampment zone, the region is required provide:

1. An address or general location.
2. Estimated population
3. A specific plan to address the encampment/encampment zone (e.g., description of how many individuals are projected to be served by what type of housing solutions, how will regional partners collaborate).
4. Key milestone dates to carry out the described plans (e.g., goal date for outreach, goal date for all encampment residents to transition into housing solutions).
5. The encampment/encampment zone's ERF grant status (active ERF project(s), applied for site(s), plans to apply for site(s)).
6. If applicable, the ERF contract number(s).
7. Lead entity for addressing the encampment/encampment zone.

Optional: Map of Encampments -N/A

Guidance
Upload one or more maps of encampments/encampment zones within the region.

Eligible Applicants with a current and formal policy to address encampments that <u>fully or partially complies</u> with the Cal ICH Guidance on Addressing Encampments must complete the following:

Eligible Applicant	Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments?	If you selected "Yes, in part," describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply.	Provide a link to the policy or upload a copy
Choose an item.	Choose an item.		

Eligible Applicants <u>without a current and formal policy</u> to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Eligible Applicant	Describe existing efforts to address encampments	Does the Eligible Applicant actively commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment?	Provide a specific timeline, including dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments.

Ventura County		Yes	
Oxnard, San Buenaventura/Ventura County CoC		Yes	

3.a.6. Housing Element Compliance

Guidance

Each Large City and county Eligible Applicants in the region must indicate they have an adopted housing element that HCD has found substantially compliant with Housing Element Law, or if not compliant, provide a timeline for relevant milestones to achieve compliance.

Milestones include but are not limited to the dates by which Eligible Applicants will: submit revised drafts that address all outstanding findings for HCD's review, submit required rezones for HCD's review, adopt the housing element, and anticipate final review and approval by HCD.

Example timeline and milestones:
8/15/2025: Jurisdiction provides revised draft addressing issues from last findings letter for HCD review and public posting.
10/15/2025: HCD completes review of draft and determines there are no remaining issues, and the draft will be compliant once rezones are adopted, and housing element is adopted.
12/15/2025: Jurisdiction adopts housing element and required rezones and submits documentation to HCD.
2/15/2026: HCD completes review of adopted element and rezones to confirm they meet what was proposed in draft. If adopted element and rezones meet requirements, jurisdiction is found compliant.

Eligible Applicants within the region must have an adopted housing element that HCD has found substantially compliant to receive their remainder HHAP 6 disbursement.

Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Large City or county Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail).
Ventura County	Yes	Ventura County's Housing Element for the 6th Cycle was adopted on October 15, 2021, and is in compliance.

3.a.7. Housing Element Implementation

Guidance

Each Large City and county Eligible Applicants in the region must indicate if they are up to date on housing element program commitments, or if not, they must provide a timeline and plan to implement past due programs.

Large City and county Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Large City or county Eligible Applicant	Has this Eligible Applicant implemented all programs in their adopted Housing Element on the timelines identified therein?	If not, provide a specific timeline and plan with dates to implement the past due programs.
Ventura County	Yes	

3.a.8. Prohousing Designation

Guidance

Each Large City and county Eligible Applicants in the region must identify their Prohousing Designation status.

Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Large City or county Eligible Applicant	Current Prohousing Designation Status	For Eligible Applicants that have not yet applied, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future.
Ventura County	Plans to apply for Prohousing Designation.	Favorable Zoning and Land Use (categories 1A through 1L) (Enhancement Factor 8 or 1). Acceleration of Housing Production Timeframes (categories 2A through 2N) Reduction of Construction and Development Costs (categories 3A through 3I). Providing Financial Subsidies (categories 4A through 4M) The County will utilize enhancement factors.

3.a.9. Housing Law Violations

Guidance

Each Large City and county Eligible Applicant in the region must identify whether they have any potential or actual violations under investigation by HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team. If any Eligible Applicant has a potential or actual violation under investigation, they must provide a timeline and plan to resolve the issue.

Eligible Applicants must be identified using the standard name as it appears in the dropdowns

provided.		
Eligible Applicant	**Does this Eligible Applicant have any potential or actual housing law violations with HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team?**	**If yes, provide a specific timeline and plan with dates to resolve the issue.**
Ventura County	No	

3.a.10. Surplus Land

Guidance
Each Large City and county Eligible Applicants in the region must identify whether they have made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230. Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Eligible Applicant	**Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?**	**If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.**
Ventura County	Has a central inventory.	

3.a.11. Annual Progress Report

Guidance
Each Large City and county Eligible Applicants in the region must indicate they have submitted a timely and complete annual progress report for, at a minimum, the previous two years. Eligible Applicants can check their annual progress report status here: Annual Progress Reports - Data Dashboard and Downloads | California Department of Housing and Community Development Eligible Applicants must be identified using the standard name as it appears in the dropdowns provided.

Eligible Applicant	**Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?**
Ventura County	Yes

3.b. System Performance Measures Improvement Plan

Available Funding Sources in the Region

If applicable, list any funding sources mentioned in Section IV.A.3.b.ii. of the HHAP 6 NOFA that are not available in the region within the grant term (FY24/25-FY28/29).

N/A

Key Actions to Improve the Region's CA SPMs

Steps to complete this section

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in Section IV.A.3.b.i. of the HHAP 6 NOFA. The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan. Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

The System Performance Measures Improvement Plan must include:

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

Each Key Action must be described in clear, specific terms and must do the following:

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve the Key Action. Collaborating entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
    a. Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
    b. Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial

and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Key Actions

Guidance
The tables below are formatted as "repeating content". To add a Key Action, click anywhere in any table to reveal the content border, then click the (+) that appears on the right-hand margin of the border. This will not work if the template is open in a web browser; the template **must be** open in the Microsoft Word application. To ensure Key Actions may be easily referenced in later parts of the regional application template, applicants can refer to the # provided. E.g., Key Action **1**, Key Action **2**, etc. To add additional rows to any given table, click into the last row of the table, then press "tab" on your keyboard.

Key Action 1.

Key Action
Increase the number of successful placements from street outreach by improving access to shelter and housing.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
1b or 4 6	To improve the number of successful placements from street outreach, regional partners will enhance and streamline access to shelter and housing through several coordinated strategies. These include expanding the availability of low-barrier interim housing options, increasing dedicated shelter beds for individuals identified through outreach, and integrating real-time bed availability tools accessible to outreach workers. Additionally, outreach teams will be trained in housing navigation and trauma-informed engagement, and will collaborate closely with Coordinated Entry System (CES) access points to fast-track high-priority individuals into permanent housing programs. **Expected Impact on CA System Performance Measure:** By reducing barriers to immediate shelter access and accelerating the transition to housing, this Key Action directly supports improvements in the CA SPM related to street outreach, specifically the rate of exits from outreach to permanent housing or temporary destinations such as shelters. With increased housing-focused outreach and expanded shelter and housing capacity, individuals contacted through outreach are more likely to enter the homelessness services system and achieve stable placements, resulting in higher performance on this system measure.

Lead entity for the Key Action
Oxnard, San Buenaventura/Ventura County CoC
Collaborating entity/ies
Ventura County, Human Services Agency, Gold Coast Veterans Foundation, Backpack medicine, Ventura County Homeless Liaison Unit, Spirit of Santa Paula, MESA Farm, Casa Pacifica, Interface Children and Family Services, Pacific Clinics.

Milestones for the Key Action	Target dates for milestones
1. Needs Assessment and Gap Analysis - Conduct a regional assessment to identify shelter/housing access barriers and capacity gaps specific to individuals encountered by street outreach. 2. Expand Low-Barrier Shelter and Housing Resources - Secure additional commitments or funding to increase the number of low-barrier shelter beds such as ERF funding and rapid rehousing slots prioritized for outreach referrals. 3. Utilize a Real-Time Bed Availability Tracking System - Deploy or enhance a centralized tool accessible by outreach teams to check and reserve open beds/shelter placements in real time. 4. Train Outreach Teams on Referral Protocols - Standardize and deliver training on referral processes, trauma-informed approaches, and housing navigation practices. 5. Strengthen Coordination with CES Access Points - Formalize collaboration between outreach providers and CES to prioritize street-identified individuals for housing interventions. 6. Launch Coordinated Shelter/Housing Access - Begin implementation of the streamlined placement process with outreach teams in target areas. 7. Monitor and Evaluate Placement Outcomes - Track performance indicators such as increased placements to shelter/housing from outreach, and adjust strategies as needed. 8. Scale Up Based on Lessons Learned - Expand successful practices to additional outreach teams and regions, incorporating community feedback.	**Starting February 2026** 1. March 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. September 2026 7. October 2026 through February 2027 (ongoing) 8. Starting February 2027 (continuous)

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
The Key Action will be measured by the percentage of individuals engaged through street outreach who are successfully placed in temporary or permanent housing destinations, monitored monthly. **Measure: Number of individuals exiting street outreach to a temporary (e.g., emergency shelter) or permanent housing destination (e.g., rapid rehousing, permanent supportive housing) within the reporting period "divided by," the total number of individuals who exited street outreach**

during the same reporting period.

Baseline: Percentage of successful placements from street outreach from the previous year.

Year 1: expected 2% increase

Year 2: expected 4% increase

Year 3: expected 6% increase

Year 4: expected 8% increase

Year 5: expected 10% increase

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Encampment Resolution Funding (ERF), HHAP 2 New Navigation Centers , HHAP 3 Interim Sheltering, HHAP 4 Interim Sheltering, HHAP 5 ESG Street Outreach.	These funding sources, when strategically aligned, can collectively support a comprehensive system to reduce unsheltered homelessness by addressing multiple stages of outreach, shelter access, and long-term housing stabilization. • Encampment Resolution Funding (ERF) directly supports the Encampment Resolution use category by transitioning individuals from unsheltered encampments into safe, supported alternatives. ERF has expanded its shelter capacity. • HHAP-funded street outreach and coordination fall under the Outreach and Coordination category, establishing front-line engagement that is essential for linking individuals to shelter and supportive services. • HHAP-funded New Navigation Centers and Interim Sheltering correspond to the Interim Housing and New Navigation Centers use categories, offering humane and accessible alternatives to street homelessness and increasing the likelihood of placement acceptance.	***YSA - Motel/Hotel Vouchers***

	• Emergency Solutions Grant (ESG)-funded street outreach complements the HHAP Outreach and Coordination category by expanding the effectiveness and geographic coverage of outreach teams engaging unsheltered individuals. Together, these funding sources, leveraged across categories such as Outreach and Coordination, Interim Housing, New Navigation Centers, and Encampment Resolution, create a multi-pronged approach that improves flow through the homelessness response system and supports key outcomes in system performance.	

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance
At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	**Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**
Service Delivery	**Navigation Centers will be designed and operated with culturally responsive, trauma-informed, and gender-affirming practices, ensuring services are welcoming and appropriate for Black, Indigenous, and People of Color (BIPOC), LGBTQ+ individuals, women, and other historically marginalized groups. Staff will undergo ongoing training in implicit bias, anti-racism, and cultural humility. Navigation Centers will partner with peer-led and community-based organizations that reflect the populations they serve, and input from people with lived experience, particularly from overrepresented racial and ethnic groups, will inform programming and design.**
Housing Placements	**The Navigation Center strategy is designed to prioritize equitable access to housing placements by:** • **Using disaggregated data (race, ethnicity, gender identity, sexual orientation) to identify disparities in placements from street outreach.** • **Targeting outreach and referrals to communities disproportionately impacted by homelessness—especially Black, Indigenous, and People of Color (BIPOC), women, LGBTQ+ individuals, and youth.** • **Embedding culturally responsive practices within Navigation Centers, including staff training in racial equity, trauma-informed care, and implicit bias.** • **Ensuring all referrals through Coordinated Entry are**

	assessed for disparities in length of time to placement and housing outcomes by race and gender, and adjusting prioritization criteria as needed.
Housing Retention	**To support long-term housing retention for equity priority groups:** • **Navigation Centers will coordinate closely with housing programs that offer culturally specific retention services, including case management by providers reflective of the populations served.** • **Participants will receive individualized exit planning that accounts for cultural, racial, and gender-specific barriers to stability (e.g., landlord discrimination, income inequality, lack of supportive social networks).** • **Outcomes will be tracked by race and gender to identify patterns of early exits or instability, and inform system-level changes to reduce those risks.**

Changes to procurement	**To address inequities through procurement reforms:**
	• **HHAP 6-funded Navigation Centers will incorporate equity criteria into funding and contracting processes, such as:**
	  ○ **Prioritizing contracts with BIPOC-led, LGBTQ+-led, or women-led organizations.**
	  ○ **Requiring providers to demonstrate capacity to deliver culturally competent services.**
	  ○ **Including expectations for staff diversity, equity training, and community representation in service design.**
	• **Transparent and inclusive procurement practices will be used, with community advisory input, particularly from people with lived experience and those from overrepresented groups.**

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**To further affirm equity in access and outcomes, the Administrative Entity will:** • **Conduct equity impact assessments as part of program design and evaluation.** • **Engage people with lived experience from overrepresented racial and ethnic groups in program co-design, hiring panels, and oversight bodies.** • **Ensure program rules (e.g., ID requirements, curfews, abstinence policies) are low-barrier and non-punitive, reducing the risk of exclusion based on race, gender identity, or past criminal/legal history.** • **Expand access to services in multiple languages and**

	provide gender-affirming and trauma-informed environments that reduce harm and improve engagement.

Key Action 2.

Key Action
Reduce the number of people who become homeless for the first time by increasing access and resources toward Prevention and Diversion.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
2	Reduce the number of people who become homeless for the first time by increasing access and resources toward Prevention and Diversion. To improve outcomes in homelessness prevention and diversion, regional partners will enhance and streamline access to supportive services and housing navigation through several coordinated strategies. These include expanding access to flexible financial assistance and problem-solving resources, increasing availability of low-barrier community-based support, and integrating diversion-focused screening tools at Coordinated Entry System (CES) access points. Additionally, frontline staff will be trained in diversion best practices, trauma-informed engagement, and housing problem-solving techniques to help individuals and families identify safe alternatives to shelter. Cross-system collaboration will ensure early identification of at-risk households and rapid connection to stabilization resources before homelessness occurs through a streamlined referral process via Coordinated Entry System. **Expected Impact on CA System Performance Measure:** By problem solving and diversion, this Key Action directly supports improvements in the CA SPM 2 related to reductions in first time homelessness, specifically the rate of inflow to remain stably housed. The increased prevention and diversion housing-focused approach, individuals are more likely to achieve stable placements, resulting in higher performance on this system measure.

Lead entity for the Key Action
Ventura County
Collaborating entity/ies
Ventura County, Human Services Agency, United Way of Ventura County, Continuum of Care, Interface Children and Family Services 2-1-1

Milestones for the Key Action	Target dates for milestones
1. Train Outreach Teams on prevention and Diversion Protocols - Standardize and deliver training on the CES diversion process, trauma-informed approaches, and housing navigation practices. 2. Strengthen Coordination with CES Access Points - Formalize collaboration between outreach providers and CES to prioritize at risk households and individuals for housing interventions. 3. Launch Coordinated Prevention and Diversion Campaign: ensuring community members are aware of the resource. 7. Monitor and Evaluate Placement Outcomes - Track performance indicators such as decrease in first time homeless, and adjust strategies as needed. 8. Scale Up Based on Lessons Learned - Expand successful practices to, incorporating community feedback.	**Starting February 2026** 1. March 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. September 2026 7. October 2026 through February 2027 (ongoing) 8. Starting February 2027 (continuous)

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
The Key Action will be measured by the percentage of individuals engaged through diversion strategies who successfully remain in permanent housing destinations, monitored monthly. **Measure: Number of individuals at risk and remain in permanent housing destination within the reporting period "divided by," the total number of individuals who entered the homeless response system as first time homeless during the same reporting period.** **Baseline: Percentage of successful placements from street outreach from the previous year.** **Year 1: expected 2% decrease** **Year 2: expected 4% decrease** **Year 3: expected 6% decrease** **Year 4: expected 8% decrease** **Year 5: expected 10% decrease**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance.

For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP-5 Prevention and Diversion, ESG Prevention	These funding sources, when strategically aligned, can collectively support a comprehensive system to reduce first time homeless by addressing multiple stages of outreach, diversion, and long-term housing stabilization. • HHAP 5-funded prevention and diversion and landlord engagement correspond to prevention and Diversion categories, offering trauma informed strategies to reduce first time homelessness and increasing the likelihood of individuals remaining housed. • Emergency Solutions Grant (ESG)-funded prevention complements the HHAP prevention and diversion category by expanding the effectiveness and geographic coverage. Together, these funding sources, leveraged across categories, create a multi-pronged approach that improves flow through the homelessness response system and supports key outcomes in system performance.	***Prevention and Diversion***

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance

At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	**Prevention and Diversion will be designed and operated with culturally responsive, trauma-informed, and gender-affirming practices, ensuring services are welcoming and appropriate for Black, Indigenous, and People of Color (BIPOC), LGBTQ+ individuals, women, and other historically marginalized groups. Staff will undergo ongoing training in implicit bias, anti-racism, and cultural humility.**
Housing Placements	**The Prevention and Diversion strategy is designed to prioritize equitable access to housing placements by:**

	• **Targeting outreach and referrals to communities disproportionately impacted by homelessness—especially Black, Indigenous, and People of Color (BIPOC), women, LGBTQ+ individuals, and youth.** • **Embedding culturally responsive practices within Diversion strategies, including staff training in racial equity, trauma-informed care, and implicit bias.** • **Ensuring all referrals through Coordinated Entry are assessed for disparities in length of time to placement and housing outcomes by race and gender, and adjusting prioritization criteria as needed.**
Housing Retention	**To support long-term housing retention for equity priority groups:** • **Prevention and Diversion strategies will coordinate closely with housing programs that offer culturally specific retention services, including case management by providers reflective of the populations served.** • **Participants will receive individualized diversion planning that accounts for cultural, racial, and gender-specific barriers to stability (e.g., landlord discrimination, income inequality, lack of supportive social networks).** • **Outcomes will be tracked by race and gender to identify patterns of early exits or instability, and inform system-level changes to reduce those risks.**

Changes to procurement	**To address inequities through procurement reforms:**
	• **HHAP 6-funded Prevention and diversion will incorporate equity criteria into funding and contracting processes, such as:**
	  ○ **Prioritizing contracts with BIPOC-led, LGBTQ+-led, or women-led organizations.**
	  ○ **Requiring providers to demonstrate capacity to deliver culturally competent services.**
	  ○ **Including expectations for staff diversity, equity training, and community representation in service design.**
	• **Transparent and inclusive procurement practices will be used, with community advisory input, particularly from people with lived experience and those from overrepresented groups.**

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing	**To further affirm equity in access and outcomes, the Administrative Entity will:** • **Conduct equity impact assessments as part of program**

homelessness have equitable access to housing and services.	**design and evaluation.** • **Engage people with lived experience from overrepresented racial and ethnic groups in program co-design, hiring panels, and oversight bodies.** • **Ensure program rules (e.g., ID requirements, curfews, abstinence policies) are low-barrier and non-punitive, reducing the risk of exclusion based on race, gender identity, or past criminal/legal history.** • **Expand access to services in multiple languages and provide gender-affirming and trauma-informed environments that reduce harm and improve engagement.**

Key Action 3.

Key Action
Quickly move people from streets or shelters into stable housing.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
1b 4 5 6	To improve the speed at which people experiencing homelessness transition into stable housing, regional partners will implement process improvements and capacity-building strategies aimed at reducing delays from initial engagement or shelter entry to stable housing placement. This includes strengthening coordination between street outreach, interim housing, and housing providers; increasing access to rapid rehousing and permanent supportive housing slots; and reducing administrative barriers such as documentation requirements and slow lease-up timelines. Additionally, system partners will enhance housing navigation services and expand landlord engagement efforts to accelerate unit identification and match individuals to available housing opportunities more quickly. **Expected Impact on System Performance Measures (SPMs):** This Key Action will directly improve the following CA SPMs: • SPM 4: Length of Time Persons Remain Homeless: By streamlining the housing placement process and increasing housing throughput from both the streets and shelters, individuals and families will spend less time in homelessness before obtaining permanent housing. • SPM 5: Returns to Homelessness: Faster access to stable housing, coupled with supportive services during and after placement, reduces the risk of housing instability and lowers the likelihood of individuals returning to homelessness within 6–12 months.

	• SPM 6: Successful Placement from Street Outreach: As outreach and shelter efforts are more directly linked to permanent housing solutions, a higher proportion of individuals served by outreach or shelter will successfully transition into housing. These improvements reflect a system-wide focus on housing first principles, minimizing the time spent being homeless and maximizing the speed and stability of housing placements across the region.

Lead entity for the Key Action
Oxnard, San Buenaventura/Ventura County CoC
Collaborating entity/ies
County of Ventura, United Way of Ventura County, Human Services Agency, Turing Point Foundation, Salvation Army.

Milestones for the Key Action	**Target dates for milestones**
1. Analyze Housing Placement Process - Conduct a system-wide process mapping of the current housing placement timeline (from outreach/shelter to housing) to identify bottlenecks and barriers. 2. Streamline Documentation and Referral Protocols - Revise and implement standardized procedures to reduce delays caused by paperwork, identification requirements, and eligibility verification. 3. Expand Housing Navigation and Case Management Capacity - Hire or reassign staff to improve support for housing navigation, including staff embedded in shelters and outreach teams. 4. Launch Centralized Housing Match and Unit Tracking Tool - Implement or expand a shared, real-time system to identify available units and track matches across providers. 5. Increase Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH) Enrollment - Allocate HHAP and other leveraged funding to increase the number of households entering rapid rehousing and permanent supportive housing. 6. Formalize Landlord Engagement Strategies - Establish or expand partnerships with landlords, including incentive programs, landlord liaisons, and mitigation funds to improve unit acquisition. 7. Utilize Accelerated Housing Placement Workflow - Test streamlined placement workflows in a high-need area (e.g., specific shelters or outreach zones), monitor performance, and refine processes. 8. Evaluate Impact on Time to Housing - Review housing placement data by population group, provider, and referral source to assess improvements in speed and equity of housing outcomes.	**Starting February 2026** 1. March 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. September 2026 7. September 2026 8. October 2026 through February 2027 (ongoing) 9. Starting February 2027 (continuous)

9. Scale Improvements Region-Wide - Apply successful strategies across all partner agencies and regions, with training, technical assistance, and continuous quality improvement.

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
The Key Action will be measured by the Average Length of Time from Program Entry (Outreach or Shelter) to Stable Housing Placement. **Measure: Total number of days from entry into street outreach or emergency shelter to move-in date for permanent housing (e.g., rapid rehousing or permanent supportive housing) "divided by," the number of individuals who exited to permanent housing during the reporting period.** **Baseline (previous year): Average of 206 days from shelter/outreach entry to housing placement.** **Goal: Reduce to an average of 195 days within 12 months by accelerated placement workflows.**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP Rounds 2-5 Rental Assistance, Emergency Solutions Grant, Continuum of Care Grant Funding	Rapid Rehousing (RRH) provides short-term to medium term rental assistance and supportive services to help individuals and families exit homelessness quickly. This falls under the Rapid Rehousing eligible use category. RRH interventions reduce the time people remain unsheltered or in emergency shelters, thereby directly lowering the unsheltered population. RRH can cover costs such as security deposits, first month's rent, and, in some cases, utility payments—key barriers that often prevent individuals experiencing homelessness from accessing housing independently. By moving people rapidly into permanent housing, RRH also increases the system	***Rapid Rehousing/Rental Subsidies***

	throughput by creating openings in shelters and interim housing programs, allowing more unsheltered individuals to access safe shelter sooner. RRH placements are made through the CES, which prioritizes the most vulnerable populations, ensuring limited resources are allocated for the greatest impact on reducing unsheltered homelessness and improving system performance.	

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance
At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	**Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**
Service Delivery	**RRH service delivery will be tailored to meet the diverse needs of those who are overrepresented in the homelessness system, including Black, Indigenous, and other People of Color (BIPOC), women, LGBTQ+ individuals, and survivors of violence.** • **Case managers and housing navigators will receive training in cultural competency, trauma-informed care, gender sensitivity, and implicit bias.** • **Providers will embed peer support and lived experience voices in case management models.** • **Services will be delivered in clients' preferred languages and adapted for accessibility (e.g., for those with disabilities or immigration-related barriers).** • **Providers will partner with culturally specific and community-rooted organizations to expand outreach and engagement.**
Housing Placements	**Rapid Rehousing will support equitable housing placements by:** • **Using data disaggregated by race, ethnicity, gender identity, and sexual orientation to identify disparities in access to RRH placements and time to housing.** • **Prioritizing individuals and families through the Coordinated Entry System (CES) using vulnerability criteria that reflect structural inequities impacting BIPOC, LGBTQ+, and female-headed households.** • **Requiring RRH providers to use culturally responsive practices, including engagement approaches informed by the lived experiences of those overrepresented in**

	unsheltered homelessness. **Ensuring outreach and shelter providers understand RRH eligibility and referral processes to avoid unintentional exclusion of priority populations.**
Housing Retention	**To ensure equitable housing retention:** • **RRH case management will be tailored to individual needs, including support navigating systemic barriers that disproportionately affect BIPOC and LGBTQ+ individuals (e.g., income gaps, discrimination in rental markets).** • **Providers will offer voluntary supportive services, such as financial coaching, employment support, and mediation, which are especially important for populations, which are historically excluded from housing stability.** • **Monitoring will include retention rates disaggregated by race and gender to assess whether certain groups are exiting RRH prematurely, with corrective actions taken as needed.**
Changes to procurement	**To make RRH funding more equitable, procurement processes will prioritize or incentivize contracts with BIPOC-led, LGBTQ+-led, and culturally specific service providers who are embedded in underserved communities. The procurement process will be modified to reduce administrative burdens that often exclude small, grassroots organizations (e.g., flexible reporting requirements, technical assistance for applicants).** **Scoring criteria for RRH contracts will explicitly include metrics for equity practices, workforce diversity, community representation, and cultural competence.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**Additional efforts will include:** • **Public dashboards and equity scorecards to track and report outcomes by race, ethnicity, and gender.** • **Establishment of equity advisory groups, inclusive of people with lived experience. to guide program design, monitor progress, and hold the system accountable.** • **Policy reviews and changes (e.g., documentation requirements, criminal history screening) to remove structural barriers to housing for overrepresented groups.** • **Coordinated Entry marketing and outreach will be expanded through trusted community partners, ensuring individuals from underserved racial and ethnic groups are aware of and connected to RRH resources.** • **Promote Affirmatively Furthering Fair Housing (AFFH)practices by promoting guidance on Application of the Fair Housing Act to the Screening of Applicants for Rental Housing.**

Key Action 4:

Key Action
Increase the number of people entering into Permanent Housing.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
1a 3 4 5	Allocating HHAP funding to support Homekey projects and other permanent housing developments, including those funded through youth set-aside dollars, will directly improve California System Performance Measures (SPMs), particularly those related to housing placements and retention. By investing in the acquisition, development, renovation, or ongoing maintenance of permanent housing units, this Key Action increases the overall supply of affordable, supportive, and service-enriched housing available to individuals' experiencing homelessness. This expanded capacity will result in a measurable increase in the number and rate of exits from homelessness to permanent housing destinations (SPM 3). It also improves placement timeliness (SPM 4: Length of Time Homeless) by reducing system bottlenecks caused by limited housing inventory. Prioritizing placements for unsheltered individuals and youth ensures the funding addresses populations most vulnerable to long-term homelessness. This strategy supports improvements in SPM 5 (Number of People Returning to Homelessness) by offering stable housing with retention support, and it contributes to SPM 1a (Number of People Experiencing Homelessness) by reducing the inflow of chronic and unsheltered homelessness. This Key Action helps regional partners transition more individuals, especially high-need and historically underserved populations, into permanent, stable housing faster and with greater long-term success, thereby driving system-level improvements across multiple SPMs.

Lead entity for the Key Action
Oxnard, San Buenaventura/Ventura County CoC
Collaborating entity/ies
Ventura County, Cabrillo Economic Development Corporation, People Self Help Housing, Ventura Housing Authority, Many Mansions, Human Services Agency, Turning Point Foundation, Mercy House, Casa Pacifica

Milestones for the Key Action	Target dates for

	milestones
1. Site Identification & Feasibility Review - Identify potential sites and conduct zoning and environmental feasibility studies. 2. Allocation of HHAP and Leveraged Funds - Finalize funding commitments (HHAP, Homekey, youth set-aside, etc.). 3. Community Engagement and Permitting - Conduct stakeholder outreach, neighborhood meetings, and secure local approvals and permits. 4. Site Acquisition or Groundbreaking - Complete acquisition and/or begin construction or rehabilitation activities. 5. Development/Construction Phase - Begin and continue renovation or construction. Include youth-dedicated units as applicable. 6. Lease-Up Preparation & CES Coordination - Coordinate with CES and youth access points to identify tenants and prepare supportive services. 7. Initial Lease-Up and Occupancy Begins - Begin tenant move-ins, prioritizing unsheltered individuals and youth. 8. Ongoing Operations & Supportive Services Launch - Provide case management and wraparound services to support housing stability. 9. Performance Monitoring & Evaluation - Begin tracking metrics related to placements, retention, and equity outcomes.	**Starting February 2026** 1. March 2026 2. December 2025 3. June 2026 4. August 2026 5. December 2026 – September 2027 6. October 2027 7. November 2027 8. December 2027 (ongoing) 9. January 2028 – June 2030

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
Number and percentage of individuals (including youth) placed into permanent housing through HHAP-funded units. **Measure: Total number of individuals who enter HHAP- or Homekey-funded permanent housing units, "divided by," the total number of available HHAP- or Homekey-funded units brought online during the grant period.** **Results will be tracked by race, ethnicity, age (e.g., youth 18–24), gender, and prior living situation (e.g., unsheltered).** **Target: 804 new permanent affordable housing units brought online by December 2027, of those 297 are designated as permanent supportive housing to be filled through the Coordinated Entry System.**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Identify which of the following equity improvement areas will be addressed by the Key Action.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2-4: Delivery of Permanent Housing, Landlord Incentives, Operating Subsidies-Permanent Housing, Homekey Program, No Place Like Home Program, Continuum of Care Program, Multifamily Housing Program, Prop 1 Behavioral Health Services Act.	Allocating funding from HHAP Rounds 1–5, Homekey, No Place Like Home (NPLH), Continuum of Care (CoC), the Multifamily Housing Program (MHP), and Proposition 1 directly supports increasing placements into permanent housing by addressing every stage of the housing process: • HHAP Rounds 1–5 funds support activities under the Permanent Housing, Operating Subsidies, Housing Navigation and Landlord Incentives, and Services Coordination categories, including capital development, housing navigation, landlord incentives, and operating subsidies. • Homekey, No Place Like Home (NPLH), and MHP contribute to the Permanent Housing category by expanding the supply of housing through property acquisition, new development, and rehabilitation. • CoC and Proposition 1 complement HHAP 6's Rental Assistance and Services Coordination categories by offering ongoing rental subsidies and behavioral health supports critical to long-term housing retention. • PSH will be prioritized for individuals experiencing chronic homelessness and accessed through the CES to ensure placements serve those with the highest needs. *Together, these funding sources expand the availability of permanent housing units, reduce placement barriers, and provide the wraparound services required to support long-term housing stability, especially for individuals and families coming from unsheltered homelessness.*	***Capital for Permanent Housing***
Guidance		

At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	**Services funded through HHAP and complementary programs (e.g., CoC, NPLH) will be:** • **Culturally responsive, trauma-informed, and gender-affirming, with staff trained in implicit bias, anti-racism, and inclusive engagement.** • **Delivered through community-based and BIPOC-led organizations whenever possible, ensuring that services reflect the backgrounds and lived experiences of the people they serve.** • **Accessible to individuals with limited English proficiency, disabilities, or immigration-related barriers, addressing structural exclusions often experienced by marginalized groups.** • **Integrated across behavioral health and housing supports, especially for residents in Permanent Supportive Housing, ensuring continuity of care and individualized plans that account for intersectional barriers.**
Housing Placements	**The key action will improve racial and gender equity in housing placements by:** • **Using disaggregated CES data to ensure equitable prioritization and flow into PSH and other permanent housing from the unsheltered population.** • **Establishing performance targets for housing placements by race, ethnicity, and gender to track and reduce disparities.** • **Providing flexible financial assistance (e.g., for documentation, application fees, and deposits) to remove administrative and economic barriers that disproportionately affect BIPOC and female-headed households.** • **Coordinating with landlords and developers to promote equitable access to housing across high-opportunity neighborhoods, counteracting segregation and discrimination.**
Housing Retention	**Permanent housing developments and PSH units supported through these funds will include:** • **Culturally relevant retention supports such as conflict resolution, peer mentorship, and trauma-informed case**

	management. • **Behavioral health services funded through Prop 1 and NPLH that are critical to supporting residents with mental health or substance use needs, especially among chronically homeless populations.** • **Tenant protections and advocacy services to reduce eviction risks, particularly among renters from marginalized backgrounds.** • **Use of equity-based monitoring tools to track retention outcomes and intervene early when disparities in stability arise.**
Changes to procurement	**Procurement and funding decisions will advance equity by:** • **Removing barriers to entry for smaller, BIPOC- and women-led organizations, including simplified RFP requirements and technical assistance.** • **Incorporating equity criteria into scoring, such as organizational diversity, lived experience in leadership, and service to overrepresented groups.** • **Requiring that development and service partners demonstrate commitment to racial and gender equity through hiring practices, staff training, and data reporting.** • **Prioritizing development proposals that integrate equity goals in tenant selection, community engagement, and site location.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**This Key Action will incorporate additional strategies to center equity, including:** • **Establishing or expanding advisory boards of people with lived experience, particularly from BIPOC and LGBTQ+ communities, to inform planning and accountability.** • **Conducting racial equity impact analyses (REIAs) on major policy, funding, and program design decisions.** • **Ensuring that CES marketing and access points are in areas accessible to communities most affected by homelessness and institutional racism.** • **Partnering with local governments to align housing development and anti-displacement efforts, preventing harm to communities of color already burdened by gentrification.**

Key Action 5:

Key Action

Enhance a countywide supportive services program that strategically targets individuals and households that were unhoused, including those exiting institutional settings such as jails, hospitals, and prisons.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
2 4 5	By aligning with evidence-based supportive services best practices, such as problem-solving conversations, targeted case management, the program will: • Reduce the inflow into the homelessness response system, directly improving SPM 2 (Number of Persons Experiencing First-time Homelessness) by decreasing the number of people who become newly homeless. • Decrease SPM 4 (Length of Time Homeless) systemwide by diverting people from shelter and housing pathways, preserving those resources for individuals already experiencing homelessness. • Improve SPM 5 (Returns to Homelessness) by stabilizing housing for individuals with a history of homelessness at the point of system exit or discharge from institutions, reducing their likelihood of cycling back into homelessness. The intervention will work closely with discharge planners, reentry coordinators, and health systems to proactively identify and engage individuals at high risk of homelessness before they enter the crisis response system. In doing so, it will also improve racial and geographic equity by targeting communities and populations disproportionately affected by homelessness and institutionalization. By stabilizing households before a shelter stay or street experience begins, this Key Action will not only reduce system burden but significantly contribute to meeting the state's system performance goals outlined in HHAP 6.

Lead entity for the Key Action
Ventura County
Collaborating entity/ies
Ventura County Continuum of Care, United Way of Ventura County Landlord Engagement Program, Ventura County Courts, Ventura County Human Services Agency-Homeless Services Program, National Health Foundation.

Milestones for the Key Action	Target dates for

	milestones
1. Program Refinement and Alignment with Best Practices - Review and update prevention and diversion protocols to reflect current best practices and equity standards. 2. Partner Engagement & Institutional Coordination - Formalize MOUs and workflows with jails, prisons, hospitals, mental health facilities, and reentry programs to identify and refer at-risk individuals. 3. Staffing and Training - Hire and train staff in trauma-informed care, problem-solving techniques, housing problem resolution, and racial/gender equity. 4. Launch of Prevention & Diversion Services - Begin direct service delivery across targeted sites and populations, with prioritized focus on discharges from institutions. 5. Implementation of Flexible Assistance Fund - Set up and begin administering short-term financial assistance to prevent evictions or support diversion solutions (e.g., transportation, deposits, mediation). 6. Integration with CES - Ensure all referrals and data tracking are connected to CES to monitor outcomes and prevent duplication. 7. Performance Review - Evaluate early data on diversion success rates, equity in access, and service utilization by referral source (e.g., jails, hospitals). Adjust strategies as needed. 8. Expand Outreach and Public Awareness - Launch targeted communications campaign to raise awareness among landlords, community providers, and institutional partners. December 2026 9. Annual Impact Report and Adjustments - Summarize results, share findings with stakeholders, and revise programming based on evaluation.	**Starting February 2026** 1. April 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. September 2026 7. November 2026 8. December 2026 9. March 2027 (ongoing)

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
Percentage of individuals and/or households who remain stably housed and do not enter the homeless response system within 6 months of receiving supportive services assistance. **Measure: Number of participants who remain stably housed for 6 months, "divided by," the total number of participants who received supportive services assistance.** **Target: At least 95% of individuals or households receiving supportive services assistance remain stably housed and do not enter the homeless response system within 6 months of service.**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance.

For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HHAP 2: Youth Services Coordination, HHAP 3 and 4 Services Coordination, Prop 1 Behavioral Health Services Act and Gold Coast Healthcare Plan Transitional Rent.	**Allocating funding from HHAP 1–5, Homekey, No Place Like Home, CoC, MHP, and Prop 1 directly supports increasing placements into permanent housing by addressing every stage of the housing process:**
	• **HHAP 2 funds prevention and diversion services, specifically for unaccompanied youth ages 18–24.**
	• **HHAP Eligible Use Categories Applicable to This Key Action include:**
	  ○ **Permanent Housing (including rapid re-housing and permanent supportive housing)**
	  ○ **Services Coordination**
	• **Prop 1 provides rental assistance and behavioral health services to support long-term housing stability for priority populations, including individuals at risk of justice system involvement, those who are chronically homeless, individuals reentering from prison, and those at risk of conservatorship or institutionalization. Youth at risk of homelessness are also prioritized under Prop 1 eligibility.**
	Together, these funding sources increase the availability of resources, reduce placement barriers, and provide the wraparound support needed to keep people housed, especially individuals and youth at-risk of homelessness.
		Permanent Housing Services and Services Coordination

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance

At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	Description of how the Key Action will address system

	performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	**Services funded through HHAP and complementary programs (e.g., Prop 1, BHSA) will:** • **Direct resources toward culturally responsive, trauma-informed services tailored to historically underserved populations (e.g., Black, Indigenous, Latinx, LGBTQ+, women, and youth).** • **Provide multilingual services and accessibility accommodations to remove participation barriers.** • **Engage populations at highest risk (e.g., those exiting foster care, jails, prisons, and hospitals) through targeted outreach.** • **Align services with lived experience input and equity-centered community feedback.**
Housing Placements	**Efforts are made to ensure equitable access to housing by using data-driven prioritization and intentionally targeting populations most impacted by homelessness.** • **Uses the CES to prioritize individuals with the greatest vulnerabilities, with tools regularly reviewed to identify and mitigate racial and gender bias.** • **Dedicates housing resources (e.g., youth set-aside, PSH) to groups overrepresented in unsheltered homelessness.** • **Funds projects that prioritize chronically homeless individuals, justice-involved persons, and transition-age youth—populations that disproportionately include BIPOC and LGBTQ+ individuals.**
Housing Retention	**The key action supports long-term housing success by addressing the specific challenges faced by underserved groups.** • **Supports wraparound services such as case management, behavioral health care, and landlord engagement to help high-barrier populations maintain housing.** • **Tracks and analyzes housing retention data disaggregated by race, ethnicity, gender, and age to identify disparities.** • **Implements culturally responsive interventions proven to increase long-term housing stability for marginalized groups.**
Changes to procurement	**Procurement practices are restructured to promote inclusivity, transparency, and funding access for BIPOC-led and community-rooted organizations.**

	• **Prioritizes funding for BIPOC-led, culturally rooted, and community-based organizations through inclusive RFP processes.** • **Simplifies contracting processes to reduce barriers for smaller and grassroots service providers.** • **Embeds racial and gender equity criteria in procurement scoring, including staff diversity, equity-focused program design, and community representation.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**Additional measures are implemented to monitor, evaluate, and elevate racial and gender equity across the system.** • **Utilizes equity dashboards and racial disparity analyses to guide continuous system improvement.** • **Engages advisory groups with lived experience, particularly from overrepresented groups, to shape policies, services, and funding allocations.** • **Offers training to system partners on anti-racism, implicit bias, gender equity, and historical housing discrimination to build capacity for equitable service delivery.**

Key Action 5:

Key Action
Enhance a countywide supportive services program that strategically targets individuals and households that were unhoused, including those exiting institutional settings such as jails, hospitals, and prisons.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
2 4 5	This Key Action will improve system performance by allocating HHAP funding to enhance a countywide supportive services program that strategically targets individuals and households that were unhoused, including those exiting institutional settings such as jails, hospitals, and prisons. By aligning with evidence-based supportive services best practices, such as problem-solving conversations, targeted case management, the program will: • Reduce the inflow into the homelessness response system, directly improving SPM 2 (Number of Persons Experiencing First-time Homelessness) by decreasing the number of people who become newly homeless.

	• Decrease SPM 4 (Length of Time Homeless) systemwide by diverting people from shelter and housing pathways, preserving those resources for individuals already experiencing homelessness. • Improve SPM 5 (Returns to Homelessness) by stabilizing housing for individuals with a history of homelessness at the point of system exit or discharge from institutions, reducing their likelihood of cycling back into homelessness. The intervention will work closely with discharge planners, reentry coordinators, and health systems to proactively identify and engage individuals at high risk of homelessness before they enter the crisis response system. In doing so, it will also improve racial and geographic equity by targeting communities and populations disproportionately affected by homelessness and institutionalization. By stabilizing households before a shelter stay or street experience begins, this Key Action will not only reduce system burden but significantly contribute to meeting the state's system performance goals outlined in HHAP 6.

Lead entity for the Key Action
Ventura County
Collaborating entity/ies
Ventura County Continuum of Care, United Way of Ventura County Landlord Engagement Program, Ventura County Courts, Ventura County Human Services Agency-Homeless Services Program, National Health Foundation.

Milestones for the Key Action	**Target dates for milestones**
1. Program Refinement and Alignment with Best Practices - Review and update prevention and diversion protocols to reflect current best practices and equity standards. 2. Partner Engagement & Institutional Coordination - Formalize MOUs and workflows with jails, prisons, hospitals, mental health facilities, and reentry programs to identify and refer at-risk individuals. 3. Staffing and Training - Hire and train staff in trauma-informed care, problem-solving techniques, housing problem resolution, and racial/gender equity. 4. Launch of Prevention & Diversion Services - Begin direct service delivery across targeted sites and populations, with prioritized focus on discharges from institutions. 5. Implementation of Flexible Assistance Fund - Set up and begin administering short-term financial assistance to prevent evictions or support diversion solutions (e.g., transportation, deposits, mediation).	**Starting February 2026** 1. April 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. September 2026 7. November 2026 8. December 2026 9. March 2027 (ongoing)

6. Integration with CES - Ensure all referrals and data tracking are connected to CES to monitor outcomes and prevent duplication. 7. Performance Review - Evaluate early data on diversion success rates, equity in access, and service utilization by referral source (e.g., jails, hospitals). Adjust strategies as needed. 8. Expand Outreach and Public Awareness - Launch targeted communications campaign to raise awareness among landlords, community providers, and institutional partners. December 2026 9. Annual Impact Report and Adjustments - Summarize results, share findings with stakeholders, and revise programming based on evaluation.	

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
Percentage of individuals and/or households who remain stably housed and do not enter the homeless response system within 6 months of receiving supportive services assistance. **Measure: Number of participants who remain stably housed for 6 months, "divided by," the total number of participants who received supportive services assistance.** **Target: At least 95% of individuals or households receiving supportive services assistance remain stably housed and do not enter the homeless response system within 6 months of service.**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2: Youth Services Coordination, HHAP 3 and 4 Services Coordination, Prop 1 Behavioral Health Services Act and Gold	**Allocating funding from HHAP 1–5, Homekey, No Place Like Home, CoC, MHP, and Prop 1 directly supports increasing placements into permanent housing by addressing every stage of the housing process:** • **HHAP 2 funds prevention and diversion services, specifically for unaccompanied youth ages 18–24.**	***Permanent Housing Services and Services Coordination***

Coast Healthcare Plan Transitional Rent.	• **HHAP Eligible Use Categories Applicable to This Key Action include:**
	  ○ **Permanent Housing (including rapid re-housing and permanent supportive housing)**
	  ○ **Services Coordination**
	• **Prop 1 provides rental assistance and behavioral health services to support long-term housing stability for priority populations, including individuals at risk of justice system involvement, those who are chronically homeless, individuals reentering from prison, and those at risk of conservatorship or institutionalization. Youth at risk of homelessness are also prioritized under Prop 1 eligibility.**
	Together, these funding sources increase the availability of resources, reduce placement barriers, and provide the wraparound support needed to keep people housed, especially individuals and youth at-risk of homelessness.	

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance
At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	**Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**
Service Delivery	**Services funded through HHAP and complementary programs (e.g., Prop 1, BHSA) will:** • **Direct resources toward culturally responsive, trauma-informed services tailored to historically underserved populations (e.g., Black, Indigenous, Latinx, LGBTQ+, women, and youth).** • **Provide multilingual services and accessibility accommodations to remove participation barriers.** • **Engage populations at highest risk (e.g., those exiting foster care, jails, prisons, and hospitals) through targeted outreach.** • **Align services with lived experience input and equity-centered community feedback.**

Housing Placements	**Efforts are made to ensure equitable access to housing by using data-driven prioritization and intentionally targeting populations most impacted by homelessness.** • **Uses the CES to prioritize individuals with the greatest vulnerabilities, with tools regularly reviewed to identify and mitigate racial and gender bias.** • **Dedicates housing resources (e.g., youth set-aside, PSH) to groups overrepresented in unsheltered homelessness.** • **Funds projects that prioritize chronically homeless individuals, justice-involved persons, and transition-age youth—populations that disproportionately include BIPOC and LGBTQ+ individuals.**
Housing Retention	**The key action supports long-term housing success by addressing the specific challenges faced by underserved groups.** • **Supports wraparound services such as case management, behavioral health care, and landlord engagement to help high-barrier populations maintain housing.** • **Tracks and analyzes housing retention data disaggregated by race, ethnicity, gender, and age to identify disparities.** • **Implements culturally responsive interventions proven to increase long-term housing stability for marginalized groups.**
Changes to procurement	**Procurement practices are restructured to promote inclusivity, transparency, and funding access for BIPOC-led and community-rooted organizations.** • **Prioritizes funding for BIPOC-led, culturally rooted, and community-based organizations through inclusive RFP processes.** • **Simplifies contracting processes to reduce barriers for smaller and grassroots service providers.** • **Embeds racial and gender equity criteria in procurement scoring, including staff diversity, equity-focused program design, and community representation.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**Additional measures are implemented to monitor, evaluate, and elevate racial and gender equity across the system.** • **Utilizes equity dashboards and racial disparity analyses to guide continuous system improvement.** • **Engages advisory groups with lived experience, particularly from overrepresented groups, to shape policies, services, and funding allocations.**

	• **Offers training to system partners on anti-racism, implicit bias, gender equity, and historical housing discrimination to build capacity for equitable service delivery.**

Key Action 6:

Key Action
Increase the number of successful placements from street outreach by improving access to shelter and housing.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
1b. 4 or 6	Increase the number of successful placements from street outreach by improving access to shelter and housing. This initiative will expand non-housing solutions specifically designed to support youth experiencing unsheltered homelessness, including those residing in or transitioning from encampment settings. Interventions may include targeted street outreach, youth-centered case management, access to basic needs such as hygiene facilities, transportation assistance, mobile services, and peer-led engagement. These approaches are trauma-informed and developmentally appropriate, ensuring young people have consistent support and connection to coordinated entry systems, education, employment pathways, and long-term housing opportunities. By addressing the unique needs of unhoused youth, this strategy helps prevent chronic homelessness and strengthens the pipeline toward permanent, stable housing.

Lead entity for the Key Action
Oxnard, San Buenaventura/Ventura County CoC
Collaborating entity/ies
Ventura County, Human Services Agency, Gold Coast Veterans Foundation, Backpack medicine, Ventura County Homeless Liaison Unit, Spirit of Santa Paula, Interface Children and Family Services, City of Oxnard.

Milestones for the Key Action	Target dates for milestones
1. Expand countywide outreach efforts - Secure additional commitments or	**Starting February**

funding to increase outreach resources countywide. 2. Train Outreach Teams on Referral Protocols - Standardize and deliver training on referral processes, trauma-informed approaches, and housing navigation practices. 3. Strengthen Coordination with CES Access Points - Formalize collaboration between outreach providers and CES to prioritize street-identified individuals for housing interventions. 4. Launch Coordinated Shelter/Housing Access - Begin implementation of the streamlined placement process with outreach teams in target areas. 5. Monitor and Evaluate Placement Outcomes - Track performance indicators such as increased placements to shelter/housing from outreach, and adjust strategies as needed. 6. Scale Up Based on Lessons Learned - Expand successful practices to additional outreach teams and regions, incorporating community feedback.	**2026** 1. March 2026 2. May 2026 3. June 2026 4. July 2026 5. August 2026 6. October 2026 through February 2027 (ongoing)

Target date for completing the Key Action
6/30/2030
Clear metric for how success of the Key Action will be measured
The Key Action will be measured by the percentage of individuals engaged through street outreach who are successfully placed in positive housing destinations, monitored monthly. **Measure: Number of individuals exiting street outreach to a temporary (e.g., emergency shelter) or permanent housing destination (e.g., rapid rehousing, permanent supportive housing) within the reporting period "divided by," the total number of individuals who exited street outreach during the same reporting period.** **Baseline: Percentage of successful placements from street outreach from the previous year.** **Year 1: expected 2% increase** **Year 2: expected 4% increase** **Year 3: expected 6% increase** **Year 4: expected 8% increase** **Year 5: expected 10% increase**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key	For HHAP 6-funded Key Actions only: Eligible use

	Action	category to fund this Key Action.
Encampment Resolution Funding (ERF), HHAP 2 Services Coordination, ESG Street Outreach.	**Allocating funding from ERF, HHAP and ESG directly supports increasing street outreach and engagement and placement into successful housing destinations:** • **HHAP 2 services coordination, engagement with unaccompanied youth ages 18–24.** • **ESG: street outreach and engagement** • **ERF: provides funding to help resolve homelessness among people living in encampments** **Together, these funding sources increase the availability of outreach resources, and provide the wraparound support needed to engage and support people in becoming successfully housed, especially individuals and youth at-risk of homelessness.**	***YSA - Services and Services Coordination for People Experiencing Unsheltered Homelessness***

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance
At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	**Services funded through HHAP and complementary programs (e.g., ERF, HHAP and ESG) will:** • **Direct resources toward culturally responsive, trauma-informed services tailored to historically underserved populations (e.g., Black, Indigenous, Latinx, LGBTQ+, women, and youth).** • **Provide multilingual services and accessibility accommodations to remove participation barriers.** • **Engage populations at highest risk (e.g., those exiting foster care, transitional age youth, juvenile detention centers, jails, prisons, and hospitals) through targeted outreach.** • **Align services with lived experience input and equity-centered community feedback.**
Housing Placements	**Efforts are made to ensure equitable access to housing by using**

	data-driven prioritization and intentionally targeting populations most impacted by homelessness. • **Uses the CES to prioritize individuals with the greatest vulnerabilities, with tools regularly reviewed to identify and mitigate racial and gender bias.** • **Dedicates housing resources (e.g., youth set-aside, PSH) to groups overrepresented in unsheltered homelessness.** • **Funds projects that prioritize transitional age youth, justice involved persons, populations that disproportionately include BIPOC and LGBTQ+ individuals.**
Housing Retention	**The key action supports long-term housing success by addressing the specific challenges faced by underserved groups.** • **Supports wraparound services such as case management, behavioral health care, and landlord engagement to help high-barrier populations maintain housing.** • **Tracks and analyzes housing retention data disaggregated by race, ethnicity, gender, and age to identify disparities.** • **Implements culturally responsive interventions proven to increase long-term housing stability for marginalized groups.**
Changes to procurement	**Procurement practices are restructured to promote inclusivity, transparency, and funding access for BIPOC-led and community-rooted organizations.** • **Prioritizes funding for BIPOC-led, culturally rooted, and community-based organizations through inclusive RFP processes.** • **Simplifies contracting processes to reduce barriers for smaller and grassroots service providers.** • **Embeds racial and gender equity criteria in procurement scoring, including staff diversity, equity-focused program design, and community representation.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**Additional measures are implemented to monitor, evaluate, and elevate racial and gender equity across the system.** • **Utilizes equity dashboards and racial disparity analyses to guide continuous system improvement.** • **Engages advisory groups with lived experience, particularly from overrepresented groups, to shape policies, services, and funding allocations.** • **Offers training to system partners on anti-racism, implicit bias, gender equity, and historical housing discrimination to build capacity for equitable service delivery.**

Key Action 7.

Key Action
Implement and Sustain Flexible Operating Subsidy Programs for Supportive Housing Projects.

Identify the CA SPM(s) that will be improved by this Key Action and how.

CA SPM	Specific description of how the Key Action will improve this CA SPM
5	By allocating flexible operating subsidies for permanent supportive housing and other affordable housing that serve unhoused population. The subsidy would ensure property owners could cover the gap between what tenants can pay and the actual cost of operations the unit. • SPM 5: Returns to Homelessness: by addressing financial barriers, this would support decreases in returns to homelessness by reducing barriers that could otherwise lead to loss of housing. These improvements reflect a system-wide focus on housing first principles, minimizing the time spent being homeless and maximizing the speed and stability of housing placements across the region.

Lead entity for the Key Action
Oxnard, San Buenaventura/Ventura County CoC
Collaborating entity/ies
County of Ventura, Ventura County CoC, CoC Providers

Milestones for the Key Action	Target dates for milestones
1. Needs and gaps assessment-identify properties/projects at risk due to insufficient operating funds. 2. Track tenant retention rates and unit stability and evaluate the impact of subsidies on reducing evictions and operating shortfalls. 3. Scale Improvements Region-Wide - Apply successful strategies across all partner agencies and regions, with training, technical assistance, and continuous quality improvement.	**Starting February 2026** 1. March 2026 2 Starting February 2026 2. Starting February 2027 (continuous)

Target date for completing the Key Action

6/30/2030
Clear metric for how success of the Key Action will be measured
The Key Action will be measured by the monitoring returns to homelessness on a monthly basis. **Measure: Total number of persons who enter permanent housing (e.g., rapid rehousing or permanent supportive housing) "divided by," the number of individuals who exited to permanent housing during the reporting period.** **Baseline (previous year): 8.24% returns to homelessness** **Goal: Reduce by 1% within 12 months.**

Funding Sources for Key Action

Guidance
Applicants may identify other funding sources available within the region during the grant term (FY24/25- FY28/29) that support homelessness programming, housing, and system performance. For all HHAP 6-funded Key Actions, you must include the eligible use category or categories as applicable.

Funding source	Description of how the funding will contribute to the achievement of the Key Action	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP Rounds 2-5 operating subsidy, HomeKey, CDBG and PLHA	Operating subsidies may ensure long term financial stability for projects that offer permanent supportive housing/ affordsble housing for low income and extremely low income households. HHAP allows flexible funding to support operational gaps and in turn, allow households to remain permanently housed by also including tenancy support. Homekey funding supports the development of projects that include supportive services and on site staffing that support inviduals and households with maintaining housing. CDBG and PLHA may support housing stabilization case management for low- and moderate-income households for recently homeless individuals. Together, these funding sources provide a sustainable funding plan aligned with SPM 5, to reduce returns to homelessness.	***Operating Subsidies - Permanent Housing***

Identify which of the following equity improvement areas will be addressed by the Key Action.

Guidance
At a minimum, each Key Action must address at least one equity improvement area.

Equity Area	Description of how the Key Action will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	**Operational subsidy projects will be tailored to meet the diverse needs of those who are overrepresented in the homelessness system, including Black, Indigenous, and other People of Color (BIPOC), women, LGBTQ+ individuals, and survivors of violence.** • **Case managers and housing navigators will receive training in cultural competency, trauma-informed care, gender sensitivity, and implicit bias.** • **Providers will embed peer support and lived experience voices in case management models.** • **Services will be delivered in clients' preferred languages and adapted for accessibility (e.g., for those with disabilities or immigration-related barriers).** • **Providers will partner with culturally specific and community-rooted organizations to expand outreach and engagement.**
Housing Placements	**Projects will support equitable housing placements by:** • **Using data disaggregated by race, ethnicity, gender identity, and sexual orientation to identify disparities in access to PSH placements and time to housing.** • **Prioritizing individuals and families through the Coordinated Entry System (CES) using vulnerability criteria that reflect structural inequities impacting BIPOC, LGBTQ+, and female-headed households.** • **Requiring providers to use culturally responsive practices, including engagement approaches informed by the lived experiences of those overrepresented in unsheltered homelessness.** **Ensuring outreach and shelter providers understand PSH eligibility and referral processes to avoid unintentional exclusion of priority populations.**
Housing Retention	**To ensure equitable housing retention:** • **Case management will be tailored to individual needs, including support navigating systemic barriers that disproportionately affect BIPOC and LGBTQ+ individuals (e.g., income gaps, discrimination in rental markets).**

	• **Providers will offer voluntary supportive services, such as financial coaching, employment support, and mediation, which are especially important for populations, which are historically excluded from housing stability.** • **Monitoring will include retention rates disaggregated by race and gender to assess whether certain groups are exiting RRH prematurely, with corrective actions taken as needed.**
Changes to procurement	**To make Operational Subsidy funding more equitable, procurement processes will prioritize or incentivize contracts with BIPOC-led, LGBTQ+-led, and culturally specific service providers who are embedded in underserved communities. The procurement process will be modified to reduce administrative burdens that often exclude small, grassroots organizations (e.g., flexible reporting requirements, technical assistance for applicants).** **Scoring criteria for Operational Subsidy contracts will explicitly include metrics for equity practices, workforce diversity, community representation, and cultural competence.**
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	**Additional efforts will include:** • **Public dashboards and equity scorecards to track and report outcomes by race, ethnicity, and gender.** • **Establishment of equity advisory groups, inclusive of people with lived experience. to guide program design, monitor progress, and hold the system accountable.** • **Policy reviews and changes (e.g., documentation requirements, criminal history screening) to remove structural barriers to housing for overrepresented groups.** • **Coordinated Entry marketing and outreach will be expanded through trusted community partners, ensuring individuals from underserved racial and ethnic groups are aware of and connected to PSHresources.** • **Promote Affirmatively Furthering Fair Housing (AFFH)practices by promoting guidance on Application of the Fair Housing Act to the Screening of Applicants for Rental Housing.**

Choose an item.

Click or tap to enter a date.

Section 4. HHAP 6 Funding Plan

Steps to complete this section

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state's priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
    - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
    - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
        - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
    - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
    - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
        - **Reminder: Administrative costs may not exceed 7% of all monies received.**
        - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
    - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
    - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
    - New interim housing (aside from those designated in the Youth Set Aside) and/or
    - non-housing solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as outlined in NOFA section IV.A.4.c, in the next section.

The tables below are formatted as "repeating content". To add an Administrative Entity and Funding Plan, click anywhere in any table to reveal the content border, then click the (+) that appears on the right-hand margin of the border. This will not work if the template is open in a web browser; the

template **must be** open in the Microsoft Word application.

To add additional rows to any given table, click into the last row in the table, then press "tab" on your keyboard.

Administrative Entity

Which Administrative Entity is submitting the below budget?

Ventura County

Tax ID

95-6000944

TIN

Guidance
Upload the Administrative Entity's GovTIN form in the online application portal.

Primary contact for the contract

First Name

Alicia

Last Name

Morales-McKinney

Title

Management Analyst II

Email

Alicia.morales-mckinney@venturacounty.gov

Phone

(805) 654-5108

Address where HHAP 6 check will be mailed

Guidance
This address **MUST** match the TIN and/or STD 204.
800 S. Victoria Ave

City

Ventura

State

Ca

Zip Code

93009

DRAFT

Funding Plan – Ventura County

Total HHAP 6 Allocation(s) Administering

$5,564,394.36

HHAP 6 Allocations

4.a. Proposed Funding Activities

Guidance

The tables below are formatted as "repeating content".

To add a funding activity, click into any of the tables to reveal the content border, then click the (+) that appears on the right-hand margin of the border. This will not work if the template is open in a web browser; the template **must be** open in the Microsoft Word application.

Activity 1.

Describe the proposed funding activity in clear, specific terms.

Administrative costs will sustain and support the ongoing costs of administering HHAP funding to ensure outcome goal compliance, expenditure deadline compliance and monitoring.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

Administrative Costs (no more than 7 percent of allocation)

Identify the total HHAP 6 funding proposed for the activity.

$370,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [#]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

Administrative funding will strategically strengthen the infrastructure necessary for improving System Performance Measures. These measures include:

SPM 1a, b and 2.Reduction in the number of people experiencing homelessness in the CoC

SPM 2: Reduction in the number of people who become homeless for the first time

SPM 3: Increase Exits to Permanent Housing

SPM 4: Reduce the length of time people remain homeless

SPM 5: Reduction in the number of people who return homelessness

SPM 6: Increased successful exits from street outreach

Activity 2.

Describe the proposed funding activity in clear, specific terms.

This interim solution is designed to sustain current investments and new investments for youth in the long-term sustainability of housing and supportive services. By allocating funding to existing shelters, it ensures the continued availability of critical resources and supports the ongoing upward trend in shelter stays that lead to permanent housing placements. Maintaining support for interim shelters requires a thoughtful balance, as we simultaneously invest in strengthening permanent housing solutions and increasing the overall housing outflow.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

YSA - Interim Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for the activity.

$450,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [1]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

The Key Action will be measured by the percentage of individuals engaged through street outreach who are successfully placed in temporary or permanent housing destinations, monitored monthly.

Measure: Number of individuals exiting street outreach to a temporary (e.g., emergency shelter) or permanent housing destination (e.g., rapid rehousing, permanent supportive housing) within the reporting period “divided by,” the total number of individuals who exited street outreach during the same reporting period.

Baseline: Percentage of successful placements from street outreach from the previous year.

Year 1: expected 2% increase

Year 2: expected 4% increase

Year 3: expected 6% increase

Year 4: expected 8% increase

Year 5: expected 10% increase

Activity 3.

Describe the proposed funding activity in clear, specific terms.

By incorporating ongoing rental assistance subsidies and expanding access to rapid rehousing (RRH) funding, the Ventura County CoC aims to reduce unsheltered homelessness and increase the inventory of affordable and permanent supportive housing. These resources will assist individuals and families currently residing in emergency shelters by connecting them directly to permanent housing or RRH opportunities. This will also create additional shelter capacity for unsheltered individuals and families to access interim housing.

Additionally, unsheltered households will be able to access housing directly through this funding source, promoting immediate stability and aligning with both the Ventura County CoC Strategic Plan and the regional plan to end homelessness. RRH plays a key role in that strategy, offering flexible and time-limited support while ensuring a housing-first approach.

For households that struggle to stabilize and cannot maintain housing without deeper intervention, more intensive supports and long-term rental subsidies may be provided. Rental assistance funding may be used for a range of supportive measures, including rental subsidies, landlord incentives (such as security deposits, holding fees, and funding for necessary repairs), as well as landlord recruitment, relationship management, and move-in expenses.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

Rapid Rehousing/Rental Subsidies

Identify the total HHAP 6 funding proposed for the activity.

$1,746,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [3]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

SPMs 1b, 4, 5, and 6:

Quickly move people from streets or shelters into stable housing.

To improve the speed at which people experiencing homelessness transition into stable housing, regional partners will implement process improvements and capacity-building strategies aimed at reducing delays from initial engagement or shelter entry to stable housing placement. This includes strengthening coordination between street outreach, interim housing, and housing providers; increasing access to rapid rehousing and permanent supportive housing slots; and reducing administrative barriers such as documentation requirements and slow lease-up timelines. Additionally, system partners will enhance housing navigation services and expand landlord engagement efforts to accelerate unit identification and match individuals to available housing

opportunities more quickly.

Expected Impact on System Performance Measures (SPMs):

This Key Action will directly improve the following CA SPMs:

- SPM 4: Length of Time Persons Remain Homeless: By streamlining the housing placement process and increasing housing throughput from both the streets and shelters, individuals and families will spend less time in homelessness before obtaining permanent housing.
- SPM 5: Returns to Homelessness: Faster access to stable housing, coupled with supportive services during and after placement, reduces the risk of housing instability and lowers the likelihood of individuals returning to homelessness within 6–12 months.
- SPM 6: Successful Placement from Street Outreach: As outreach and shelter efforts are more directly linked to permanent housing solutions, a higher proportion of individuals served by outreach or shelter will successfully transition into housing.

These improvements reflect a system-wide focus on housing first principles, minimizing the time spent being homeless and maximizing the speed and stability of housing placements across the region.

Activity 4.

Describe the proposed funding activity in clear, specific terms.

Allocating HHAP funding to support Homekey projects and other permanent housing developments, including those funded through youth set-aside dollars, will directly improve California System Performance Measures (SPMs), particularly those related to housing placements and retention.

By investing in the acquisition, development, renovation, or ongoing maintenance of permanent housing units, this Key Action increases the overall supply of affordable, supportive, and service-enriched housing available to individuals' experiencing homelessness.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

Capital for Permanent Housing

Identify the total HHAP 6 funding proposed for the activity.

865,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [4]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

SPM's 1a, 3, 4 and 5

Allocating HHAP funding to support Homekey projects and other permanent housing developments,

including those funded through youth set-aside dollars, will directly improve California SPMs, particularly those related to housing placements and retention.

By investing in the acquisition, development, renovation, or ongoing maintenance of permanent housing units, this Key Action increases the overall supply of affordable, supportive, and service-enriched housing available to individuals' experiencing homelessness. This expanded capacity will result in a measurable increase in the number and rate of exits from homelessness to permanent housing destinations (SPM 3). It also improves placement timeliness (SPM 4: Length of Time Homeless) by reducing system bottlenecks caused by limited housing inventory.

Prioritizing placements for unsheltered individuals and youth ensures the funding addresses populations most vulnerable to long-term homelessness. This strategy supports improvements in SPM 5 (Number of People Returning to Homelessness) by offering stable housing with retention support, and it contributes to SPM 1a (Number of People Experiencing Homelessness) by reducing the inflow of chronic and unsheltered homelessness.

This Key Action helps regional partners transition more individuals, especially high-need and historically underserved populations, into permanent, stable housing faster and with greater long-term success, thereby driving system-level improvements across multiple SPMs.

Activity 5.

Describe the proposed funding activity in clear, specific terms.

Allocating funding toward prevention and diversion will strengthen and sustain the robust homeless prevention program in Ventura County. This includes trauma-informed supportive services that help individuals retain housing and address underlying barriers to stability.
This funding will bridge service and resource gaps,

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

Prevention and Diversion

Identify the total HHAP 6 funding proposed for the activity.

$1,119,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [#2]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

SPMs 2, 4, and 5:

This Key Action will improve system performance by allocating HHAP funding to sustain and enhance a countywide homeless prevention and diversion program that strategically targets individuals and households at imminent risk of homelessness, including those exiting institutional settings such as jails, hospitals, and prisons.

By aligning with evidence-based prevention and diversion best practices, such as problem-solving

conversations, flexible financial assistance, and targeted case management, the program will:

- Reduce the inflow into the homelessness response system, directly improving SPM 2 (Number of Persons Experiencing First-time Homelessness) by decreasing the number of people who become newly homeless.
- Decrease SPM 4 (Length of Time Homeless) systemwide by diverting people from shelter and housing pathways, preserving those resources for individuals already experiencing homelessness.
- Improve SPM 5 (Returns to Homelessness) by stabilizing housing for individuals with a history of homelessness at the point of system exit or discharge from institutions, reducing their likelihood of cycling back into homelessness.

The intervention will work closely with discharge planners, reentry coordinators, and health systems to proactively identify and engage individuals at high risk of homelessness before they enter the crisis response system. In doing so, it will also improve racial and geographic equity by targeting communities and populations disproportionately affected by homelessness and institutionalization.

By stabilizing households before a shelter stay or street experience begins, this Key Action will not only reduce system burden but significantly contribute to meeting the state's system performance goals outlined in HHAP 6.

Activity 6.

Describe the proposed funding activity in clear, specific terms.

Services provided to individuals in permanent housing programs will be trauma-informed and grounded in harm reduction principles, including intensive case management tailored to individual needs. Case management will be delivered throughout the duration of service using a phased, client-centered approach.

Projects will adhere to Housing First principles and trauma-informed care practices, while incorporating system-level performance measures to ensure accountability and effectiveness. Key outcomes targeted include:

- Less than 5% returns to homelessness
- Reduced length of time experiencing homelessness
- At least 55% of participants increasing income sources
- 97% housing retention rate

These standards will guide service delivery to promote long-term housing stability and improved quality of life.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for the activity.

$852,954.92

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance

When identifying Key Actions here, refer to the applicable Key Action as "Key Action [5]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

This Key Action will improve system performance by allocating HHAP funding to enhance a countywide supportive services program that strategically targets individuals and households that were unhoused, including those exiting institutional settings such as jails, hospitals, and prisons.

By aligning with evidence-based supportive services best practices, such as problem-solving conversations, targeted case management, the program will:

- Reduce the inflow into the homelessness response system, directly improving SPM 2 (Number of Persons Experiencing First-time Homelessness) by decreasing the number of people who become newly homeless.
- Decrease SPM 4 (Length of Time Homeless) systemwide by diverting people from shelter and housing pathways, preserving those resources for individuals already experiencing homelessness.
- Improve SPM 5 (Returns to Homelessness) by stabilizing housing for individuals with a history of homelessness at the point of system exit or discharge from institutions, reducing their likelihood of cycling back into homelessness.

The intervention will work closely with discharge planners, reentry coordinators, and health systems to proactively identify and engage individuals at high risk of homelessness before they enter the crisis response system. In doing so, it will also improve racial and geographic equity by targeting communities and populations disproportionately affected by homelessness and institutionalization.

Activity 7.

Describe the proposed funding activity in clear, specific terms.

This initiative will expand non-housing solutions specifically designed to support youth experiencing unsheltered homelessness, including those residing in or transitioning from encampment settings. Interventions may include targeted street outreach, youth-centered case management, access to basic needs such as hygiene facilities, transportation assistance, mobile services, and peer-led engagement. These approaches are trauma-informed and developmentally appropriate, ensuring young people have consistent support and connection to coordinated entry systems, education, employment pathways, and long-term housing opportunities. By addressing the unique needs of unhoused youth, this strategy helps prevent chronic homelessness and strengthens the pipeline toward permanent, stable housing.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

YSA - Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for the activity.

$106,439.44

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance
When identifying Key Actions here, refer to the applicable Key Action as "Key Action [#6]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

SPMs 1b, 4, and 6:

Increase the number of successful placements from street outreach by improving access to shelter and housing.

To improve the number of successful placements from street outreach, regional partners will enhance and streamline access to shelter and housing through several coordinated strategies. These include expanding the availability of low-barrier interim housing options, increasing dedicated shelter beds for individuals identified through outreach, and integrating real-time bed availability tools accessible to outreach workers. Additionally, outreach teams will be trained in housing navigation and trauma-informed engagement and will collaborate closely with Coordinated Entry System (CES) access points to fast-track high-priority individuals into permanent housing programs.

Expected Impact on CA System Performance Measure:

By reducing barriers to immediate shelter access and accelerating the transition to housing, this Key Action directly supports improvements in the CA SPM related to street outreach, specifically the rate of exits from outreach to permanent housing or temporary destinations such as shelters. With increased housing-focused outreach and expanded shelter and housing capacity, individuals contacted through outreach are more likely to enter the homelessness services system and achieve stable placements, resulting in higher performance on this system measure.

Activity 8.

Describe the proposed funding activity in clear, specific terms.

This allocation will help ensure data quality, compliance, and system performance, which are essential for informed decision-making and effective service delivery across the local homelessness response system. The 1% allocation will also support staff training and technical assistance and expenses related to the implementation and coordination of HMIS related activities.

Identify the HHAP 6 eligible use under which the proposed funding activity is budgeted.

HMIS (up to 1 percent of allocation)

Identify the total HHAP 6 funding proposed for the activity.

$55,000

Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.

Guidance
When identifying Key Actions here, refer to the applicable Key Action as "Key Action [#]".

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) this funding activity will improve

SPMs 1b, 4 and 6: Increase the number of successful placements from street outreach by improving access to shelter and housing.

To improve the number of successful placements from street outreach, regional partners will enhance and streamline access to shelter and housing through several coordinated strategies. These include expanding the availability of low-barrier interim housing options, increasing dedicated shelter beds for individuals identified through outreach, and integrating real-time bed availability tools accessible to outreach workers. Additionally, outreach teams will be trained in housing navigation and trauma-informed engagement and will collaborate closely with Coordinated Entry System (CES) access points to fast-track high-priority individuals into permanent housing programs.

Expected Impact on CA System Performance Measure:

By reducing barriers to immediate shelter access and accelerating the transition to housing, this Key Action directly supports improvements in the CA SPM related to street outreach, specifically the rate of exits from outreach to permanent housing or temporary destinations such as shelters. With increased housing-focused outreach and expanded shelter and housing capacity, individuals contacted through outreach are more likely to enter the homelessness services system and achieve stable placements, resulting in higher performance on this system measure.

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

Guidance

Proposing to use HHAP 6 to fund **New** Interim Housing (that is not designated for the Youth Set Aside), covered under HHAP 6 Statute Category #3 in Section III. of the HHAP 6 NOFA, requires documenting the Sustainability of the Region's Permanent Housing Portfolio.

No

Does this budget propose to fund any Non-housing Solutions?

Guidance

Non-housing Solutions are listed in HHAP 6 Statute Category #4 in Section III. of the HHAP 6 NOFA**.** Proposing to use HHAP 6 to fund Non-housing Solutions requires documenting the Sustainability of the Region's Permanent Housing Portfolio.

No

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. **If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.**
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.

4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:
Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.
For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.
   Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.
2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l).

4.b. Sustainability of the Region's Interim Housing Portfolio

Guidance

Pursuant to HSC Section 50243(c), **all applicants must demonstrate they have dedicated sufficient resources to sustain their region's existing and proposed portfolio of interim housing within the grant term (FY24/25-FY28/29).**

The stakeholder engagement required in advance of regional application development should also be used to help inform the requirements related to documenting the Sustainability of the Region's Interim Housing Portfolio.

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region.

838

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29).

N/A

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term.

$24,569,909

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29).

Guidance

The funding amounts in this table, when added, must equal the estimated total capital and operating cost for the existing and proposed beds during the grant term.

If a gap remains, the region must identify other sources to address the gap. This may include, but is not limited to, use of HHAP funding, local dedicated funding, Behavioral Health Services Act funds, long-term capitalized operating reserves, or any other local, state, or federal funding source from the list within the Systems Performance Measures Improvement plan section (IV.A.3.b.ii.) of the HHAP 6 NOFA.

Funding Source	Amount Dedicated
Encampment Resolution Funding Grants	$2,960,573
State HHAP Grants allocated for Interim Housing	$3,956,884
County General Funds for Interim Housing and Shelter	$4,263,480
Federal Basic Center Program Grants for Youth	$120,000
City General Funds for Cost Sharing Shelters	$3,581,659
Health Care Agency – CalAIM Recuperative Care	$425,000
Oxnard United School District	$187,500
HUD Continuum of Care – Safe Haven	$177,634
Emergency Food and Shelter Program	$329,800
Behavioral Health Bridge Housing	$2,529,228
Permanent Local Housing Allocation – Transitional Housing	$266,250
Community Development Block Grant Funding	$203,750
Veteran Affairs Grant Per Diem – Transitional Housing	$949,520
Private Funding for Nonprofit Organizations	$3,878,576
CalWORKs Housing Support Program (CHSP)	$739,489
California Housing and Disability Advocacy Program (HDAP)	$419,060
Federal Emergency Shelter and Housing Assistance for Victims of Domestic Violence Program	$1,590,000
California Office of Emergency Services (OES) – Homeless Youth Emergency Services	$1,036,666
TOTAL	$24,569,909

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

5. Identify the total existing Interim Housing shelters and beds (beds) in the region.
6. **If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.**
7. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
8. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:
Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.
For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

4. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.
   Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.
5. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
6. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

2. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l).

4.c. Sustainability of the Region's Permanent Housing Portfolio (N/A)

Guidance

Regions proposing to use HHAP 6 to fund New Interim Housing Solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions must complete this section.

If a region demonstrates it can sustain its existing and proposed interim and permanent housing portfolio, then it may be permitted to use HHAP 6 funds on New Interim Housing solutions (beyond New Interim Housing for youth populations) and/or Non-Housing Solutions; **however, applicants will still be required to budget and spend at least 50 percent of their HHAP 6 allocation on Housing Solutions, defined as HSC 50243(e)(1),(2),and (3)(A-I).**

Region's Existing Permanent Affordable Housing Portfolio

Total permanent affordable housing developments and units (developments) in the region.

N/A

Total estimated capital and operating cost for existing developments.

$ N/A

Funding Sources Realizing and Sustaining the Region's Existing Developments within the Grant Term (FY24/25-FY28/29).

Guidance
The funding amounts in this table, when added, should equal the estimated total capital and operating cost for existing developments in the region. **If a gap remains, the region must identify other sources to address the gap.** This may include, but is not limited to, use of HHAP funding, local dedicated funding, Behavioral Health Services Act funds, long- term capitalized operating reserves, or any other local, state, or federal funding source from the list within the Systems Performance Measures Improvement plan section (IV.A.3.b.ii.)of the HHAP 6 NOFA.

Funding Source	**Amount Supporting**
N/A	

At-Risk Permanent Affordable Housing within the Region

Number of developments at risk of expiring affordability restrictions during the grant term (FY24/25-FY28/29).

N/A

Total estimated capital and operating cost for at-risk developments.

$ N/A

Funding Sources Realizing and Sustaining the Region's At-Risk Developments within the Grant Term (FY24/25-FY28/29)

Guidance
The funding amounts in this table, when added, should equal the estimated total capital and operating cost for the region's at-risk developments. **If a gap remains, the region must identify other sources to address the gap.** This may include, but is not limited to, use of HHAP funding, local dedicated funding, Behavioral Health Services Act funds, long- term capitalized operating reserves, or any other local, state, or federal funding source from the list within the Systems Performance Measures Improvement plan section (IV.A.3.b.ii.) of the HHAP 6 NOFA.

Funding source	**Amount Supporting**
N/A	

DRAFT

Proposed Permanent Affordable Housing within the Region

Total number of developments proposed which still have a financing or supportive services and operations funding gap (proposed developments) during the grant term (FY24/25-FY28/29).

N/A

Total Estimated Funding Gap (capital and operating costs) for the proposed developments during the grant term (FY24/25-FY28/29).

$ N/A

Funding Sources Realizing and Sustaining the Region's Proposed Developments within the Grant Term (FY24/25- FY28/29)

Guidance
The funding amounts in this table, when added, should equal the estimated total capital and operating cost for the region's proposed developments. **If a gap remains, the applicant must identify other sources to address the gap.** This may include, but is not limited to, use of HHAP funding, local dedicated funding, Behavioral Health Services Act funds, long- term capitalized operating reserves, or any other local, state, or federal funding source from the list within the Systems Performance Measures Improvement plan section (IV.A.3.b.ii.) of the HHAP 6 NOFA.

Funding source	**Amount Supporting**
N/A	

4.d. Documentation of Youth Set Aside Requirement

Guidance
At least 10 percent of each HHAP 6 allocation must be spent on services for homeless youth (HSC 50241(e)), and there are no prohibitions on spending a greater percentage on the Youth Set Aside. Documenting Sustainability of the Region's Permanent Housing Portfolio is not required for New Interim Housing Solutions for homeless youth.

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

☒ I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Section 5. MOU and Application Certification

Steps to complete this section
1. **Upload** the Memorandum of Understanding (MOU) as specified below. 2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Guidance
The MOU is a required component of the regional application. The MOU **must**: reflect the Regionally Coordinated Homelessness Action Plan submitted under this regional application and commit each Eligible Applicant as a signatory to participate in, and to comply with, the Regionally Coordinated Homelessness Action Plan. Optional: Smaller cities and tribal governments may choose to participate in, and be signatories to, the MOU.

Supporting Documentation (Optional)

Guidance
Upload any additional supporting documentation the region would like to provide.

Certification

Guidance
A representative from each participating Eligible Applicant must certify the regional application.

Certifying the Regional Application for Submission

Guidance
The tables below are formatted as “repeating content”. To add an Eligible Applicant, click anywhere in any table to reveal the content border, then click the (+) that appears on the right-hand margin of the border.

Eligible Applicant

Ventura County

☒ On behalf of the above participating Eligible Applicant, I certify that all information included in this regional application is true and accurate to the best of my knowledge.

First Name

Alicia

Last Name

Morales-McKinney

Phone

8056545108

Email

Alicia.morales-mckinney@venturacounty.gov

2025 Ventura County Interim Housing Portfolio

Project Type	Organization Name	ProjectName	Target Population	Bed Type	Year Round Beds	Funding Sources	Annual Operational Costs	Cost per Bed
ES	City of Camarillo	City of Camarillo - Motel Voucher Program	N/A	Facility Based Beds	11	HHAP	$1,342,000	$122,000
ES	City of Oxnard	City of Oxnard - McWane Encampment Emergency Shelter	N/A	Facility Based Beds	19	ERF	$894,600	$47,084
ES	City of Oxnard	City of Oxnard - Fifth and Harbor Encampment Emergency Shelter	N/A	Facility Based Beds	18	ERF	$894,600	$49,700
ES	City of Thousand Oaks	Thrive Grove Navigation Center	N/A	Facility Based Beds	30	ERF	$1,171,373	$39,046
ES	CSU Channel Islands Universtiy	CSU Channel Islands - TAY Emergency Shelter Program	TAY	Voucher Beds	5	HHAP	$56,010	$11,202
ES	Human Services Agency	Human Services Agency, HHAP Family Emergency Shelter	N/A	Facility Based Beds	12	HHAP	$113,491	$9,458
ES	Human Services Agency	Human Services Agency, CHSP ES	N/A	Voucher Beds	48	CHSP	$739,489	$15,406
ES	Human Services Agency	Human Services Agency, HDAP ES	N/A	Voucher Beds	10	HDAP	$419,060	$41,906
ES	Human Services Agency	Human Services Agency, RAIN Bridge Housing Program	N/A	Voucher Beds	35	County General Fund	$681,821	$19,481
ES	Interface Children and Family Services	Interface - Basic Center Program-Emergency Shelter	TAY	Facility Based Beds	6	BCP	$120,000	$20,000
ES	Interface Children and Family Services	Interface - HHAP TAY Emergency Shelter	TAY	Voucher Beds	13	HHAP	$111,015	$8,540
ES	Interface Children and Family Services	Interface - HHAP TAY Project Sanctuary	TAY	Voucher Beds	30	HHAP	$245,133	$8,171
ES	Kingdom Center	Kingdom Center-Rose Emergency Shelter	N/A	Facility Based Beds	20	Private	$489,500	$24,475
ES	Lighthouse Women and Children	Lighthouse Women and Children-Safe Harbor Shelter	N/A	Facility Based Beds	21	Private	Private (not disclosed)	

2025 Ventura County Interim Housing Portfolio

ES	Mercy House	Mercy House - Oxnard Navigation Center	N/A	Facility Based Beds	110	City / County	$3,200,000	$29,091
ES	Mercy House	Mercy House - The ARCH at Ventura	N/A	Facility Based Beds	55	City / County	$2,100,000	$38,182
ES	National Health Foundation Farm	National Health Foundation Recuperative Care Center	N/A	Facility Based Beds	56	HHAP; CalAIM	$1,450,045	$25,894
ES	Salvation Army	Salvation Army- Emergency Shelter	N/A	Facility Based Beds	12	Private	$905,250	$75,438
ES	Sarah's House	Sarah's House Maternity Home	N/A	Facility Based Beds	8	Private	$253,302	$31,663
ES	Shelter Care Resources	Shelter Care Resources - Motel Voucher Program	N/A	Voucher Beds	13	Oxnard Unified School District	$187,500	$14,423
ES	SPIRIT of Santa Paula	SPIRIT of Santa Paula - Harvard Navigation Center	N/A	Facility Based Beds	49	City / County	$1,863,318	$38,027
ES	SPIRIT of Santa Paula	SPIRIT of Santa Paula - BHBH Merewether Emergency Shelter	N/A	Facility Based Beds	10	BHBH	$104,716	$10,472
SH	Turning Point Foudation	Turning Point, Our Place Safe Haven	N/A	Facility Based Beds	10	EFSP; City of Ventura; HUD CoC	$507,469	$50,747
SH	Turning Point Foudation	Turning Point, Our Place Safe Haven Expansion	N/A	Facility Based Beds	4	HHAP	$168,977	$42,244
ES	Turning Point Foudation	Turning Point - Our Place Safe Haven BHBH Expansion	N/A	Facility Based Beds	4	BHBH	$204,512	$51,128
ES	Ventura County Behavioral Health	Ventura County Behavioral Health - TAY Low Barrier Emergency Shelter	N/A	Voucher Beds	6	HHAP	$177,492	$29,582
ES	Ventura County Behavioral Health	Ventura County Behavioral Health - Ventura Vagabond BHBH	N/A	Facility Based Beds	78	BHBH	$2,220,000	$28,462

2025 Ventura County Interim Housing Portfolio

ES	Ventura County Rescue Mission	Ventura County Rescue Mission, Emergency Shelter	N/A	Facility Based Beds	54	Private	$722,570	$13,381
TH	Casa Pacifica	Casa Pacifica - Stepping Stones Youth TH	TAY	Facility Based Beds	18	HHAP; Homekey	$767,721	$42,651
TH	Kingdom Center	Kingdom Center-Rose Transitional Housing	N/A	Facility Based Beds	10	Private	$235,000	$23,500
TH	MESA Farm	Mesa - Transitional (Ojai)	TAY	Facility Based Beds	13	CDBG; HHAP; Homekey; PLHA	$620,000	$47,692
TH	Rescue Mission	Rescue Mission - Transitional Housing	N/A	Facility Based Beds	20	Private	Private (not disclosed)	
TH	Rescue Mission	Rescue Mission - Life Recovery Program	N/A	Facility Based Beds	35	Private	Private (not disclosed)	
TH	Salvation Army	Salvation Army - VA GPD	Veterans	Facility Based Beds	5	VA GPD	$275,000	$55,000
TH	The River Community Church	The River Community Church - The City Center Transitional Living	N/A	Facility Based Beds	90	Private	$434,954	$4,833
TH	The River Community Church	The River Community Church - Tender Life Maternity Home	N/A	Facility Based Beds	38	Private	$238,000	$6,263
TH	Turning Point Foudation	Turning Point, Vet TH	N/A	Facility Based Beds	15	VA GPD	$674,520	$44,968
				Subtotal:	**747**			

	Total Ops Cost	Cost per Bed	Nightly Rate
ES/SH:	$21,343,243	$29,398	$80.54
TH:	$3,245,195	$17,170	$47.04

2025 Ventura County Interim Housing Portfolio

Project Type	Organization Name	Project Name	Target Population	Bed Type	Year Round Beds	Funding Sources	Annual Operational Costs	Cost per Bed
ES	Coalition for Family Harmony	Coalition for Family Harmony Emergency Shelter	DV	Facility Based Beds	56	DOJ; Private	$2,090,000	$37,321
ES	Interface Children and Family Services	ICFS Heart Human Trafficking Shelter	DV	Facility Based Beds	6	Cal OES	$566,666	$62,963
ES	Interface Children and Family Services	ICFS - RESST Men's Human Trafficking (HT) Shelter	DV	Other Beds	3			
ES	Interface Children and Family Services	ICFS Safe Haven Emergency Shelter	DV	Facility Based Beds	15	Cal OES; Private	$570,000	$21,923
TH	Interface Children and Family Services	ICFS Safe Journey Transitional Shelter	DV	Facility Based Beds	11			
				Subtotal:	**91**			

	Total Ops Cost	Cost per Bed	Nightly Rate
DV	$3,226,666	$35,457.87	$97.14

Total Beds:	838
Total Ops Cost:	$24,569,909
Total* Cost/Bed:	$29,243.70
Nightly Rate*	$80.12

*Not including private (not disclosed)

HHAP 6 Encampment Mapping Listing

Encampment	Location	Jurisdiction	Previous Number of Indiviuals	Number of Individuals	Change	ERF Targeted Y/N	Contract Number	Anticipated Housing Milestone Date(s)
Pleasant Valley Road/Calle San Pablo Street RV Encampment	*Pleasant Valley Road/Calle San Pablo, Camarillo*	*Camarillo*	*17*	*29*	*12*	*Yes*	24-ERF-4-L-10012	Relocations to Permanent Housing by 6/30/2027; Ongoing Street Outreach weekly for case management and shelter options.
Las Posas Park and Ride	Park N Ride Blvd, Camarillo	*Camarillo*	5	5	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter; Housing goal by 6/30/2027.
N Aviador St	N Aviador Street, Camarillo	*Camarillo*	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2027.
Camarillo Library	4101 Las Posas Rd, Camarillo	*Camarillo*	6	6	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2027.
Antonio Ave	2309 Antonio Ave, Camarillo	*Camarillo*	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2027.
Del Norte Rd	Del Norte Rd/ Central Ave, Camarillo	*Camarillo*	4	0 - CLOSED	-4	N	None	Encampment Closed.
W Verdulera St / N Aviador St	W Verdulera St / N Aviador St, Camarillo	*Camarillo*	5	4	-1	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Target Parking Lot	209 W Ventura Blvd, Camarillo	*Camarillo*	10	8	-2	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Camarillo Outlets	680 Ventura Blvd, Camarillo	*Camarillo*	9	9	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Ralphs Shopping Center	674 Las Posas Rd, Camarillo	*Camarillo*	2	2	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Carmen Dr / East Daily Dr	Carmen Dr / East Daily Dr, Camarillo	*Camarillo*	2	2	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Arneill Road	315 Arneill Rd, Camarillo	*Camarillo*	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Arneill Rd/ Ponderosa Rd	760 Arneill Rd, Camarillo	*Camarillo*	2	2	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Arneill Rd/ Las Posas Rd	2400 Las Posas Rd, Camarillo	*Camarillo*	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.

HHAP 6 Encampment Mapping Listing

Las Posas Park and Ride	Park N Ride Blvd, Camarillo	*Camarillo*	0	5	5	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Camarillo Library	4101 Las Posas Rd, Camarillo	*Camarillo*	3	6	3	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Antonio Ave	2309 Antonio Ave, Camarillo	*Camarillo*	0	4	4	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Adolfo Rd / Flynn Rd	Adolfo Rd / Flynn Rd, Camarillo	*Camarillo*	3	0 - CLOSED	-3	N	None	Encampment Closed.
Metro Link Parking Lot	30 N Lewis Rd, Camarillo	*Camarillo*	2	2	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Camino Carillo	Camino Carillo/ Camino Ruiz, Camarillo	*Camarillo*	3	0 - CLOSED	-3	N	None	Encampment Closed.
Oxnard Fifth & Harbor	Fifth St./ Harbor Blvd.	Oxnard	30	0 - CLOSED	-30	Yes	23-ERF-2-R-I0017	Encampment Closed.
Oxnard Perkins & McWane	Perkins Rd. / McWane Blvd	Oxnard	45	0 - CLOSED	-45	Yes	23-ERF-2-R-I0017	Encampment Closed.
Oxnard Edison	Arcturus Ave. / Edison Dr.	Oxnard	40-50 RVs	40-50 RVs	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2028.
Oxnard Commercial	Commercial Ave., along railroad tracks behind 1040 Commerical Ave.	Oxnard	25	25	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2028.
Simi Valley West LA	998 W. LA	Simi Valley	37	37	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/2029.
Simi Valley Madera	Madera Rd.	Simi Valley	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/2029.
Simi Valley Tierra Rejada	West Easy St. / Tierra Rejada Park	Simi Valley	12	0 - CLOSED	-12	N	None	Encampment Closed.
Oaks Mall Arroyo Encampment	350 W. Hillcrest Dr.	Thousand Oaks	22	2	-20	Yes	23-ERF-2-R-10028	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2026.
Hampton Inn Arroyo Encampment	1222 W. Hillcrest Dr.	Thousand Oaks	8	4	-4	Yes	23-ERF-2-R-10028	Encampment Closed.
Boardwalk Enampment	190 E. Hillcrest Dr.	Thousand Oaks	14	2	-12	Yes	23-ERF-2-R-10028	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2026..
Los Robles Green Golf Course	299 S. Moorpark Rd.	Thousand Oaks	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2026.

HHAP 6 Encampment Mapping Listing

Citation Way area Encampment	Conejo Open Space Conservatory north of Hillcrest Dr. and East of Citation Way	Thousand Oaks	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 6/30/2026.
Janns/SR 23 Encampment	Between Janss Road and Paige Lane	Thousand Oaks	2	2	-2	N	None	Encampment Closed.
Janss Park N Ride and surrounding area (Conejo Creek South)	1300-1336 E. Janss Rd.	Thousand Oaks	6	6	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027..
Conejo Creek North	1379 E Janss Rd.	Thousand Oaks	8	8	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
24 Hour Fitness parking lot	2595 E. Thousand Oaks Blvd	Thousand Oaks	6	6	-6	N	None	Encampment Closed.
Area of Broadbeck Drive / Camino Dos Rios Road	Area of Broadbeck Drive / Camino Dos Rios Road	Thousand Oaks	6	6	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
City of Ventura Santa Clara River Area Encampment	North Harbor Blvd. / Santa Clara River	City of Ventura	75	75	0	Yes	24-ERF-4-L-10006	Street outreach and relocations to non-congregate shelter to 12/2026. CES matching for permanent housing by 6/30/2027.
Ojai City Hall Encampment	401 S. Ventura St.	Ojai	30	30	0	Yes	24-ERF-3-R-100005	ERF grant awarded to develop a tiny home village. Housing by 3/30/2027.
A Street and Gasway Drive	A Street / Gasway Drive	Fillmore	13	13	0	Yes	24-ERF-4-L-10007	ERF grant awarded to develop PSH ERF dedicated units. Housing by 6/30/2027.
Santa Clara Encampment	Santa Clara Riverbed under the Highway 23 overpass	Fillmore	4	4	0	Yes	24-ERF-4-L-10007	ERF grant awarded to develop PSH ERF dedicated units. Housing by 6/30/2027.
Watershed Area 1	Santa Clara River adjacent to Ventura and Oxnard	Unincorporated	22	22	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Watershed Area 2	Santa Clara River WPD	Unincorporated	4	4	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Watershed Area 3	Santa Clara River near Santa Paula	Unincorporated	5	5	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Watershed Area 4	Ventura River	Unincorporated	20	20	0	N	None	Ongoing outreach with County and nonprofit partnerts, ongoing CES referral to housing and shelter. Housing goal by 12/2027.
Watershed Area 5	Santa Clara River Fillmore	Unincorporated	10	10	0	N	None	Private property - Relocation to shelter December 2025 - Housing by 12/2027
Agricultural Lands 1	Pleasant Valley-Lewis Road	Unincorporated	16	16	0	N	None	RVs primarily in the State ROW. County drafting ordinance specifc to vehicles near ag lands. Identifying RV storage options to facilitate housing. Spring 2026
		TOTAL:	**521**	**409**	**-120**			

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

August 13, 2025

VC CoC Governance Board

SUBJECT: Provide Input and Approval to Amend the Ventura County Continuum of Care (VC CoC) Alliance Governance Charter with the Option to Include Proxy Representatives

BACKGROUND: The Ventura County Continuum of Care's Governance Charter outlines the VC CoC Board's responsibilities, terms, and procedures for filling vacancies and recruiting new members. As currently adopted, the VC CoC's Governance Charter requires a minimum of seven (7) and maximum of thirteen (13) Board members to represent various community sectors, special needs populations, and geographic areas throughout the region. The Board selects nominees annually to fill vacancies as needed, based on recommendations from the VC CoC Nominating Committee. Each Governance Board member term is January 1 through December 31, with an established five term limit (10 year maximum), with the exception of the Ex-Officio representative.

DISCUSSION: Regular attendance and participation in Board activities and meetings is required by members. The VC CoC Governance Board must actively participate in two of the most recent four meetings in order to remain in good standing. Members failing to meet the attendance and participation standard shall be subject to removal and replacement. Board members represent various constituencies in leadership positions across the County.

Continuums of Care have the ability to adjust the Governance Charter as needed for greater flexibility, while continuing to abide by the Brown Act rules. Proxy representatives would allow each Board member to have representation in their absence. The following is recommended in this proposed amendment:

1) Board members are expected to attend at least 50% of the scheduled meetings during a calendar year.
2) Each Board member will designate one proxy representative with the eligibility to vote.
3) Changes in proxy representatives must be made in writing by the Board member with notice provided to the VC CoC Board Chair and VC CoC Staff.
4) Each proxy representative shall represent the same sector or organization as the Board member.
5) Board members or their designated proxy representatives must be present at the Board meeting to vote on items.
6) The VC CoC Nominating Committee will consider the attendance of Board members when considering applications to renew terms for Board membership annually.

If the Board agrees to these changes, each Board member will need to submit the proxy representative's name, title, and contact information to VC CoC Staff by September 3, 2025 to be added to the proxy roster. This list of designated proxies will be reviewed by the VC CoC Board on September 10, 2025.

RECOMMENDATION: Approve to amend the VC CoC Alliance Governance Charter to include Proxy Representatives, beginning October 1, 2025, to represent the same sector or organization as the Board member.

VENTURA COUNTY
CONTINUUM OF CARE ALLIANCE

ENDING HOMELESSNESS IN VENTURA COUNTY

Governance Charter

2024

Amended October 9, 2024

Ventura County CoC Alliance Governance Charter

Approved by CoC Board on October 9, 2024

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NAME: Ventura County Continuum of Care Alliance, hereinafter referred to as "Alliance"

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

ARTICLE I. VENTURA COUNTY CoC GEOGRAPHIC BOUNDARIES

1.01. BOUNDARIES

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

ARTICLE II. ESTABLISHMENT OF THE CoC

2.01. OVERVIEW

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

ARTICLE III. MISSION AND PURPOSE

3.01. MISSION

The Ventura County Continuum of Care Alliance is a collaborative group dedicated to promoting a safe, desirable and thriving community by ending homelessness in Ventura County.

3.02. SPECIFIC PURPOSES

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

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

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

ARTICLE IV. RESPONSIBILITIES OF THE ALLIANCE

4.01. OPERATING THE CoC

The Alliance will:

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

4.02. CoC PLANNING

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

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

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

4.03. DESIGNATING AND OPERATING HMIS

The Alliance will:

A. Designate a single Homeless Management Information System (HMIS) for the Region;
B. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
C. Review, revise, and approve (i) privacy, (ii) security, and (iii) a data quality plan for the HMIS;
D. Ensure consistent participation of recipients and sub-recipients in the HMIS;
E. Ensure the HMIS is administered in compliance with requirements prescribed by HUD; and

4.04. PREPARING APPLICATIONS FOR FUNDS

The Alliance will:

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

4.05. ADDITIONAL RESPONSIBILITES

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

A. Engage organizations in a community-based process;
B. Convene regular meetings of interested stakeholders;
C. Work to address the underlying causes of homelessness;
D. Lessen the negative impact of homelessness on individuals, families, and communities;
E. Promote a region-wide Alliance;
F. Foster collaboration;
G. Develop a permanent system to end homelessness;
H. Facilitate access to quality services region-wide;
I. Ensure access to services to all subgroups;
J. Ensure the system is designed with an equity framework to address racial disparities and other inequities
K. Ensure access to a full range of services from street outreach to permanent housing;
L. Facilitate sharing of provider expertise and intervention strategies;
M. Create, inform, and support to development of regional plans;
N. Provide a consistent source of data regarding the needs for homeless persons;
O. Educate stakeholders about regulatory actions and other conditions impacting the Alliance;

P. Advocate for policies and essential services that promote fair housing, client well-being, and rights and protections under the law; and
Q. Assist homeless service providers in acquiring funds dedicated to homelessness.

4.06. LIMITATIONS

The Alliance will not:

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

ARTICLE V. ALLIANCE MEMBERSHIP

5.01. STAKEHOLDERS

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

5.02. MEMBERSHIP APPLICATION PROCESS

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

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

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

5.03. MEMBER RESPONSIBILITIES

Alliance Member responsibilities include:

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

5.04. MEMBERSHIP

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

5.05. MEETINGS AND MEETING SCHEDULE

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

5.06 ANNUAL MEETING

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

5.07 SPECIAL AND EMERGENCY MEETINGS

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

5.08. QUORUM

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

5.09. VOTING

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

5.10. MEETING MINUTES

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

ARTICLE VI. THE ALLIANCE GOVERNANCE BOARD

6.01. OVERVIEW

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

6.02. ESTABLISHMENT OF GOVERNANCE BOARD

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

6.03. BOARD RESPONSIBILITIES

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

A. Regional Planning: set regional goals and priorities for ending homelessness in the Region;
B. Monitor Performance: monitors community progress toward ending homelessness in the Region;
C. Establish and monitor HUD CoC and ESG project performance targets and metrics; evaluate Infrastructure Organization performance annually;

D. Approve Alliance Policies: including HUD CoC and ESG funding recommendations and written standards for providing assistance;
E. Approve selection of and provide direction to Collaborative Applicant, HMIS Lead, and other such Infrastructure Organizations.
F. Select Governance Board Members annually and fill vacancies; subject to the Governance Board composition, member selection, membership ratification and related requirements set forth in Sections 6.04 through 6.07 below.
G. Fundraise: authorize grant applications; raise and allocate funds; approve sustainability plans;
H. Ensure that relevant organizations and projects serving various homeless subpopulations are represented in planning and decision-making; and
I. Build community awareness inclusive of the needs of all homeless populations found in the Region.

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

6.04. BOARD COMPOSITION

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

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

6.05. PROCESS FOR BOARD SELECTION

A. Nominations of Governance Board Members will be accepted from full Alliance Membership;
B. The Nominating Committee (Section 7.02E) will reach out to candidates to confirm willingness to serve and verify qualifications. The Nominating Committee members may not nominate themselves and shall not be eligible to be nominated;

C. Results of nominations are reviewed by the Nominating Committee to ensure that adequate representation is available for each of the required constituencies (community sectors, subpopulations, geography);
D. The Board will select nominees annually based on recommendations of the Nominating Committee and fill vacancies as needed;
E. The full Alliance voting membership shall be asked to ratify the slate of new Board Members in its entirety at the annual meeting;
F. Board composition is reviewed annually;
G. Members of the Board serve as liaisons to other community stakeholders;
H. Election of the Board Members should be staggered to ensure continuity; half will be up for election each year;
I. Regular attendance and participation in Board activities is required. Members of the Governance Board must actively participate in two (2) of the most recent four (4) meetings in order to remain in good standing. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.

6.06. BOARD MEMBER SELECTION CRITERIA

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

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

6.07. BOARD ELECTIONS AND TERMS OF OFFICE

A. As provided for in Section 6.05.E, Board Membership is determined annually by election by a majority vote of the existing Board Membership and is ratified by the full Alliance voting Membership at its annual meeting.
B. The term of the Governance Board shall be January 1 through December 31.
C. Except for the initial Governance Board, Members will serve two-year terms subject to re-election with one-half of the seats subject to election each year.
D. There is an established 5 term limit (10 year max) for all Board Members, with the exception of the Ex-Officio representative.
E. In the event of a vacancy, the Governing Board may appoint such qualified person(s) necessary to fill the vacancy. The person(s) appointed shall serve the unexpired term of the previous Board Member and is subject to re-election by the Board and ratification by the full Alliance voting membership.

6.08. BOARD CODE OF CONDUCT

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

6.09. GENERAL CONDUCT

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

6.10. STEWARDSHIP OF RESOURCES

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

6.11 PROTECTION OF CONFIDENTIAL INFORMATION

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

6.12 PUBLIC STATEMENTS AND MEDIA RESPONSE

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

6.13 REVIEW OF VIOLATION OF THE CODE OF CONDUCT CHARGES

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

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

6.14 BOARD LEADERSHIP

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

6.15 DOCUMENTATION

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

6.16 RESPONSE OF THE BOARD TO COMMUNITY CONCERNS/OBLIGATION TO REPORT

Upon receipt of a written concern, the Alliance Governance Board, the Chairperson in consultation with one additional Board Member who is assigned to that duty will determine what action to take. The chairperson must report complaints and actions to the Governance Board monthly. Members must exercise adequate control and supervision over matters for which they are individually and collectively responsible, and shall take such measures as are necessary and appropriate in considering the concern of the community.

6.17 ABILITY TO CONDUCT BUSINESS/DEBARMENT OR SUSPENSION

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

6.18. CONFLICT OF INTEREST AND RECUSAL POLICY

A. No member of the Alliance shall vote, and may not participate in, any matter which creates a conflict of interest, as defined in this Section. If a voting member has a conflict of interest, that member shall recuse his or herself from the vote and discussion.
B. The Alliance voting membership shall conduct decision-making in accordance with 24 CFR parts 84 or 85 for non-profit organizations and state, local, and government agencies that receive federal funds. The Alliance voting member must also meet the conditions set forth in the Interim Rule, Section 578.95(b).
C. To assure compliance with these regulations, the Alliance established policies to protect against conflicts of interest that may arise among Board members or organizational agents for their personal or organizational benefit in excess of the minimal value (Section 6.19.C).
D. No voting member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to that individual or to any organization that the voting member has any financial interest or is otherwise employed or directly affiliated.

E. An Organizational Member conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under this part, or when an individual's or an entity's objectivity in performing work with respect to any activity assigned under this part is or might be otherwise impaired.
F. An Organizational Member conflict of interest arises when a Board Member is also specifically associated with an applicant organization and participates in any decision of the Board or other entity concerning the award of the grant, or provision of other financial benefits to the organization that such member represents. It would also arise when an employee, recent employee, board member, or family member of a recipient or sub-recipient organization participates in the tasks associated with making reasonable and objective determinations in carrying out the responsibilities of the Board. Examples of conflict of interest include the determination of rent reasonableness under §578.49(b) (2) and §578.51(g); housing quality inspections of property under §578.75(b) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation determination of awards.
G. Recommendations may include items that present a conflict of interest for the majority of Governance Board members. In such cases, the recommendation comes to the full Alliance membership for ratification. Actions brought for ratification may be rejected / appealed by the full Alliance membership if the Governance Board was not authorized to consider and bring forward a recommendation; if the action is not permitted, or if the action otherwise violates regulations or laws governing the issue under consideration. A call for rejection or appeal of an action brought forward for ratification must include the basis for such action. Refusal to ratify the recommendation must be substantiated and subsequently supported by a two-thirds (66%) vote of the eligible voting members present.

6.19. FINANCIAL CONFLICTS OF INTEREST – GIFTS

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

6.20. RESTRICTIONS ON PROCUREMENT AND PROVISION OF SERVICE

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

6.21. OBLIGATION TO DECLARE POTENTIAL CONFLICT OF INTEREST

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

6.22 TERMINATION POLICY

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

6.23 PARLIAMENTARY PROCEDURE

Robert's Rules of Order Abridged-Revised will guide the process during meetings of the Alliance.

6.24 QUORUM

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

ARTICLE VII. ADVISORY COMMITTEES

7.01. COMMITTEES AND TASK GROUPS

A. Each Committee will have a Chairperson and a Vice-Chairperson or Co-Chairperson elected by Committee members annually.
B. Each Committee will establish regular recurring meetings and publish an annual calendar on the Alliance website.
C. Each Committee will distribute a written agenda to all Committee members prior to each meeting and post written agenda on the Alliance website to each meeting.

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

7.02 STANDING ADVISORY COMMITTEES

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

A. Housing and Services Committee
    a. Work with public and private agencies to promote and increase awareness of residential and non-residential programs, services, and existing permanent housing resources that make up the Ventura County Homeless Continuum of Care system;
    b. Promote coordination between organizations who serve the homeless and at-risk homeless populations;
    c. Provide education and advocacy on behalf of the target population to promote the mission of the Alliance;
    d. Provide recommendations on best practices of housing and services and property management for existing and new CoC Permanent Supportive Housing programs.

Veterans “One Team” Case Conferencing Subcommittee

a. Provide housing prioritization and referral to VA funded housing, transitional housing, emergency shelter, Permanent Supportive housing, and services.
b. Facilitate to support all services, ensuring a thorough yet expedient discussion with a goal to develop a service plan for all Veterans with a particular focus on those with the most significant barriers to housing.

B. Data Performance and Evaluation Committee
    a. In collaboration with the HMIS Lead Agency, establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant recipient agencies; and
    b. Review applications and make funding recommendations to the Governance Board to promote the most effective and efficient allocation of these grant funds.

C. Homeless Management Information System (HMIS) and Coordinated Entry Steering Committee
    a. The HMIS Lead Agency facilitates the Ventura County HMIS Steering Committee;
    b. The HMIS Lead Agency drafts annual goals and a strategic plan in accordance with the Alliance Strategic Plan, for approval by the HMIS Steering Committee;
    c. The Collaborative Applicant and HMIS MOU details the roles and responsibilities of the HMIS Lead Agency and the CoC Collaborative Applicant;
    d. Membership includes broad representation of the service provider types in the Continuum's HMIS;
    e. All major HMIS initiatives, including HMIS Policies and Procedures, are reviewed and approved by the Steering Committee and then presented to the Governance Board for approval;
    f. Provide information and guidance on issues related to the implementation of the HMIS to the full Alliance membership; and
    g. Regularly monitor HMIS data quality, performance metrics, and operational standards.

D. Public Information and Outreach Committee
    a. Inform full CoC Alliance membership on progress towards meeting strategic goals and outcomes and any initiatives that impact the County's homeless housing providers and service agencies;
    b. Develop public information messages and strategies to raise awareness of issues around homelessness in Ventura County;
    c. Conduct public outreach to raise awareness; and
    d. Facilitate community meetings to present updates on key issues such as the results of the annual Point-in-Time Count, key information regarding annual HUD priorities for ending homelessness, and issues critical to the community, such as shelters and affordable housing needs.

E. Nominations/Selection Committee
    a. Evaluates and recommends changes to improve the Governance Board representation structure and ensure it is operating in an optimum way to meet the mission;

b. Reviews Board Member nominations, solicitation responses and provides recommendations to the Board;
c. Reviews the governance Charter and provides recommendations to the Board and Full Membership body; and
d. Develops strategies and approaches to engage new Alliance members to expand membership of underrepresented sectors in the Region.

F. Youth Collaborative Committee
   a. Youth committee comprised of homeless and formerly homeless youth to serve as advisory group with the goal of preventing and ending youth homelessness
   b. Advises Housing and Services Committee of gaps in services for youth.
   c. Youth member may be appointed to represent advisory group on CoC Board.

Youth Action Board Subcommittee

a. Youth action board is comprised of homeless and formerly homeless youth to serve as an advisory group with the goal of preventing and ending youth homelessness
b. Advises the Youth Collaborative Committee and Housing and Services Committee of gaps in services for youth homelessness

7.03. TASK GROUPS

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

ARTICLE VIII. INTERAGENCY COUNCIL ON HOMELESSNESS (IACH)

8.01. OVERVIEW

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

ARTICLE IX. EMPLOYMENT STATUS

9.01. OVERVIEW

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

ARTICLE X. INFRASTRUCTURE ORGANIZATION(S)

10.01. OVERVIEW

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

10.02. SELECTION PROCESS

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

10.03. INFRASTRUCTURE ORGANIZATION(S) RESPONSIBILITIES

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

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

10.04. DESIGNATING HMIS LEAD

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

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

10.05. DESIGNATING COLLABORATIVE APPLICANT

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

10.06. DESIGNATED POINT OF CONTACT

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

10.07. TERMINATION POLICY

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

determines the Infrastructure Organization's performance continues to be unsatisfactory, the Governance Board may remove the underperforming Infrastructure Organization by a two-thirds (66%) vote.

ARTICLE XI. RELATIONSHIPS WITH OTHER HUD-FUNDED CONSTITUENCIES

11.01. EMERGENCY SOLUTIONS GRANT (ESG) ENTITLEMENT AREAS

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

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

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

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

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

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

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

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

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

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

11.02. ESG PROJECT RECIPIENTS AND SUBRECIPIENTS

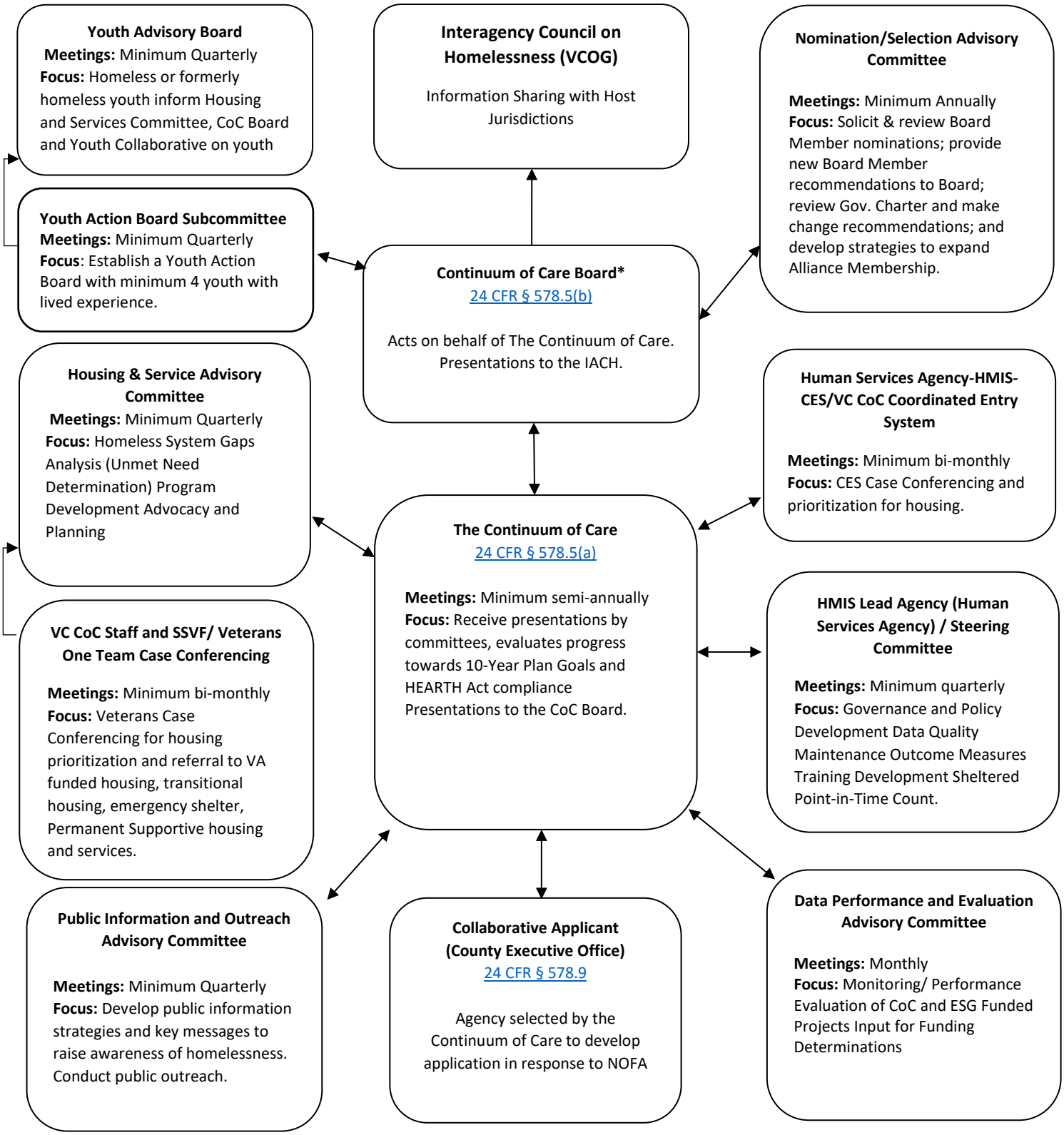
ESG project recipients may include non-profit organizations, public housing agencies, or governmental entities that receive HUD CoC program funding. Recipients have a grant agreement with and receive funding directly from HUD; sub recipients have agreements with and receive funding from recipients.

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

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

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

EXHIBIT A – VENTURA COUNTY COC ALLIANCE GOVERNANCE STRUCTURE



* To avoid any real or perceived conflicts of interest, membership on the COC Board consists of persons representing organizations that DO NOT currently receive or intend to apply for funding through the COC, ESG or EHAP, unless representatives from the subpopulations served by these organizations cannot be recruited as board members.

EXHIBIT B – CoC ALLIANCE SEPARATION OF DUTIES MATRIX

xx indicates lead for task

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

Descriptions:

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

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

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

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

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

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

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

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

EXHIBIT C – CoC INFRASTRUCTURE ORGANIZATION

Continuum of Care Lead Agency/Collaborative Applicant

The CoC Lead Agency is the County Executive Office and designated as the primary applicant for State and Federal funds made available to Continuums of Care; The CoC Lead Agency serves as staff to the Continuum of Care Board, Alliance and Standing Advisory Committees and assists with overseeing the full responsibilities of the Continuum including operating the Continuum of services including the coordinated entry system and coordinated entry system access point focusing on subpopulations that benefit from a tailored approach, such as the Veterans One Team Case Conferencing.

HMIS Lead Agency

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

EXHIBIT D – CoC ALLIANCE MEMBERSHIP

Ventura County Continuum of Care Alliance Membership	
Organization/Individual	**Sector**
A Community of Friends	Affordable/ Supportive Housing Developer
Aegis Treatment Centers	Substance use treatment
American Medical Response (AMR)	Emergency services
Area Agency on Aging	Senior
Area Housing Authority of Ventura County	Affordable Housing
Brian Padrick	Advocate
Buddy Nation	Pet Services
Cabrillo Economic Development Corp	Affordable/Supportive Housing Developer
Cal Lutheran	University
California Rural Legal Assistance (CRLA)	Legal
Carolyn Briggs	advocate
Casa Pacifica	Youth Transitional Housing
Catholic Charities	Social Services
City of Camarillo	Local Govt
Child Development Resources	Social Services/ Childcare Resources
City of Fillmore	Local Govt
City of Moorpark	Local Govt
City of Ojai	Local Govt
City of Oxnard	Local Govt
City of Oxnard--Housing Dept	Affordable/Supportive Housing Developer
City of Port Hueneme	Local Govt
City of Santa Paula	Local Govt
City of Santa Paula - Housing Authority	Rental Housing Programs
City of Simi Valley	Local Govt
City of Thousand Oaks	Local Govt
City of Ventura	Local Govt
City of Ventura – City Proactive Outreach Program	Public safety/social services
Coalition for Family Harmony	Victim Services Provider
Community Action of Ventura County	Homeless Services
Community Memorial Hospital	Hospital
County of Ventura Healthcare Agency, Behavioral Health Adult Clinics	Medical Services
County of Ventura Healthcare Agency, Behavioral Health PATH/R.I.S.E.	Behavioral Services

County of Ventura Healthcare Agency, One stop/Whole Person Care/Hospital Case Management	Homeless Health Services
County of Ventura Human Services Agency	Social Services
County of Ventura Human Services Agency, Area Agency on Aging	Senior Services
County of Ventura Human Services Agency, Homeless Services	Homeless Services
County of Ventura Human Services Agency,VCHMIS	Homeless Information System
County of Ventura Human Services Agency, RAIN Bridge Housing Program	Homeless Services
County of Ventura Human Public Defender's Office	Legal Services
CSUCI	University
David Courtland	Advocate
Diversity Collective	LGBTQI+
Downtown Ventura Partners	Business
First 5 Ventura County	Youth
Federal Emergency Management Agency	Federal Agency
Gold Coast Health Plan	Healthcare
Gold Coast Veterans Foundation	Veteran
Goodwill Industries of Vta and SB Counties	Employment Services
Harbor House	Homeless Services
Help of Ojai	Social Services
Hospital Association of Southern California	Healthcare
Housing Authority of the City of San Buenaventura	Affordable/Supportive Housing Developer
Independent Living Resource Center	Disability services
Interface Children & Family Services	youth, social services, re-entry, DV
Jess Weihe	Community member
Jewish Family Services	Social Services
Khepera House	Substance Use
Kingdom Center, Gabriel's House	Emergency shelter/transitional living
Lutheran Social Services	Support Services
Many Mansions	Affordable/Supportive Housing Developer
Mercy House	Homeless Services
MESA Farm	Youth Transitional Housing
National Health Foundation	Healthcare
Ojai Valley Family Shelter	Homeless shelter
One Step a la Vez	Youth, social services
Oxnard Library	Public facility
Pacific Clinics--TAY Tunnel	Behavioral Health/TAY
Pam Marshall	Advocate
Partnership for Safe Families	Family

Peggy Rivera	advocate
People's Self Help Housing	Affordable/Supportive Housing Developer
Project Understanding	Social Services
Public Defender	Legal
River Community Church	Homeless Services
Salvation Army	Homeless Services
Salvation Army Supportive Services for Veteran Families Vta/SBA county	Veteran Homeless Services
Samaritan Centers	Homeless Services
Sarah's House Maternity Home	Homeless Services
SCAN Health plan	Healthcare
Simi Valley Adventist	Healthcare
Shelter Care Resources	Homeless Services
SPIRIT of Santa Paula	Homeless Services
Step Up Ventura	Homeless children
The City Center	Homeless Services
Tenderlife Maternity Home	Homeless Services
The Kingdom Center/Gabriel's House	Homeless Services/Emergency Shelter
The Nature Conservancy	Environmental advocacy
The Partnership for Safe Families	Persons with Lived Experience Advisory Group
The Ventura County Rescue Mission	Emergency shelter
Turning Point Foundation	Homeless Services/ Behavioral Health
United Way of Ventura County	Funder
US Vets	Veterans
VC Housing Trust Fund	Funder
Ventura Chamber of Commerce	Business
Ventura County Behavioral Health	Behavioral Health/Substance Use
Ventura County Healthcare Agency	Healthcare
Ventura County Library	Public facility
Ventura County Military Collaborative	Veterans
Ventura County Office of Education	Education
Ventura County Public Health	Healthcare
Ventura County Public Defender	Criminal justice
Ventura Social Services Task Force	Advocates
Veteran Affairs-HUD VASH	Housing and Homeless Services
Wakeland Housing & Development	Affordable/Supportive Housing Developer
Waypoint Station LLC	Advocate
Workforce Development Ventura County	Employment
Ventura County Sherriff's Department	Law Enforcement/ Homeless Liaison Unit
Ventura County Probation	Public Safety

Ventura County Medical Center	Hospital
St. Johns/Dignity Health	Hospital
City of Ventura Police Dept	Law Enforcement
City of Oxnard Police Dept	Law Enforcement
City of Simi Valley Police Dept	Law Enforcement
City of Port Hueneme Police Dept	Law Enforcement
City of Santa Paula Police Dept	Law Enforcement
Forever Found	Human Trafficking prevention
VC District Attorney's Office	Law Enforcement
Family Justice Center	Victim Services