



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

Napa City & County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **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.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

Napa City & County CoC Region

Napa City & County CoC

CA-517 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-517 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Deputy City Manager

Name

Molly Rattigan

Email

Phone

mrattigan@cityofnapa.org

(707) 258-7858

Napa County

Napa County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Napa County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Director of Housing & Homeless Services

Name

Jennifer Palmer

Email

jennifer.palmer@countyofnapa.org

Phone

(707) 299-1975

Number of Contracts

2

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

Each Eligible Applicant must identify and describe their role in the region for **each** table.

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
City of Napa	<p>Per the executed joint powers agreement between the City of Napa and County of Napa, the City of Napa shall:</p> <ul style="list-style-type: none">-Lead efforts on homeless encampment clean-ups on properties owned by the City of Napa.-Lead efforts to community with property owners in the City of Napa where homeless encampment clean-ups may be necessary.-Lead efforts to provide low level interventions and enforcement to assist law enforcement and fire agencies with individuals experience unsheltered homelessness, with the primary goal to connect clients with the outreach team or other case management services.-Contract or hire staff to run all street outreach and engagement services; assume responsibility for the management, monitoring and other activities related to the oversight of these contracts and services.-Contract or hire staff to run a Diversion Program to provide rapid resolution to prevent or end homelessness.-Operate and administer CallCH's Encampment Resolution grant program.- Pay for 50% for costs of Shared Shelter Operations, not otherwise covered by a grant or assigned funding source.
County of Napa	<p>Per the executed joint powers agreement between the City of Napa and County of Napa, the City of Napa shall:</p> <ul style="list-style-type: none">-Contract or hire staff to run all shelter operations, housing navigation and other case management services, housing placement and related rental assistance, and tenancy care services.-Pay for the full cost of Winter Shelter Operations.-Pay for 50% for costs of Shared Shelter Operations, not otherwise covered by a grant or assigned funding source.- Contract for on-going support for CoC Administrative Entity responsibilities, with the County of Napa being the designated

AE for the Napa City-County CoC. This includes the development of the annual HUD NOFA and ESG process.

-Provide oversight, implementation and operation of the Coordinated Entry System.

-Lead the annual Point in Time Count.

-Administration of the Homeless Management Information System (HMIS).

-Lead coordination and facilitation of monthly housing meetings, case-conferencing and other stakeholder group meetings.

-Lead infectious disease transmission-interruption and response during outbreaks among individuals experiencing homelessness in Napa County.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

The City and County of Napa have a Cooperative Joint Powers Agreement which was originally established in 2015 and updated in 2022. This agreement details how the City and County partner to address the needs of individuals and families experiencing homelessness within the geographic boundary of Napa County. The City of Napa funds police department intervention activities (formerly called outreach activities), including encampment resolution within the City, as well as 50% of year-round shelter operation costs for individuals and families experiencing homelessness. The County of Napa has funds specialty mental health services for people with a serious mental illness, alcohol and drug recovery services for vulnerable individuals and families, as well as 50% of year-round shelter operation costs and 100% of temporary, pandemic response, and seasonal shelter operations, the CoC, CES, Housing Navigation and Housing Tenancy Sustaining programs and HMIS Administration.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
City of Napa	<p>-Participate actively with County and other community partners to create an ongoing housing inventory.</p> <p>Given the agricultural nature of Napa County and isolation of living in unincorporated area the City and County jointly believe that housing development should occur in the City of Napa. The City and County have a history of collaborating on housing development projects to ensure they are developed near services, education opportunities, grocery stores, pharmacy and other public amenities. Therefore, the City actively works with the County to jointly fund housing projects to ensure they're built in a place that is best fit for quality of life.</p>
County of Napa	<p>- Participate actively with City and other community partners to create an ongoing housing inventory.</p> <p>- Administer funding for eligible housing projects through the Affordable Housing trust fund.</p>

- Please see above- the County of Napa provides funding to projects within each of the Cities across the county to meet the collective goal of developing affordable housing and permanent supportive housing within the greater context of the Agricultural Preserve.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

Through contractual arrangement the City and County work on joint loan agreements and planning processes to ensure they are meeting the City and County RHNA goals.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
City of Napa	<ul style="list-style-type: none"> - Seek out new and renewal funding opportunities that align with the priorities described in this Agreement. Examples of appropriate funding resources include but are not limited to: Federal Funding via HUD Continuum of Care, State Funding available through HCD (California Emergency Solutions Grants, CDBG-CV, etc.), CalICH (HHAP, HHIP, etc), Medi-Cal Waiver funding for housing and sheltering services, and other appropriate Federal, State and local sources as they become available. -Participate actively with the County and other community partners to create permanent supportive housing inventory. -Identify potential special purpose vouchers or set-asides of Housing Choice Vouchers for homeless referrals from the CES system. -Identify potential funding opportunities for the homeless system which may include funding for permanent supportive housing, rapid rehousing, and housing-based support services. -Seek to collaborate to remove unnecessary barriers for homeless to participate in the Housing Choice Voucher program.
County of Napa	<ul style="list-style-type: none"> -Seek out new and renewal funding opportunities that align with the priorities described in this Agreement. Examples of appropriate funding resources include but are not limited to: Federal Funding via HUD Continuum of Care, State Funding available through HCD (California Emergency Solutions Grants, CDBG-CV, etc.), CalICH (HHAP, HHIP, etc), Medi-Cal Waiver funding for housing and sheltering services, and other appropriate Federal, State and local sources as they become available.

-Contract with consultants for one-time and on-going support for CoC Administrative Entity responsibilities, for as long as the County remains the designated CoC Administrative Entity, including development of the annual HUD Continuum of Care Notice of Funding Availability (NOFA) process and development of the Emergency Solutions Grant application process. Additional areas of technical assistance support under contract may include support with various aspects of CoC Administration, such as development and refinement of Governance Policies and Procedures.

-Participate actively with City and other community partners to create an ongoing housing inventory.

-Collaborate with the City of Napa Housing Authority to: identify potential special purpose vouchers or set-asides of Housing Choice Vouchers for homeless referrals from the CES system; identify potential funding opportunities for the homeless system which may include funding for permanent supportive housing, rapid rehousing, and housing-based support services; Seek to collaborate to remove unnecessary barriers for homeless to participate in the Housing Choice Voucher program.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

This has already been agreed upon via a joint power agreement entered into between the City and the County of Napa. Both the City and County of Napa are committed to ensuring the development of Interim and Permanent Housing Options. In 2016, City and County expanded their efforts to address the community's homelessness and supportive housing crisis. These efforts have led to joint initiatives to gather stakeholder feedback, the completion of a comprehensive homeless systems analysis, and the development of data-driven recommendations for new, innovative change strategies for the City and County's homeless housing and services system. The City and County of Napa agree that ensuring the experience of homelessness in Napa is rare, brief and non-recurring is a priority that cannot be achieved without full participation by both jurisdictions, as well as other key stakeholders.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
City of Napa	-City will transfer all open and existing clients being provided housing navigation or housing tenancy care to County and/or its subcontractors by July 31, 2022, unless HACN or City has a direct contract for services (i.e. Diversion, Section 8 Vouchers, Shelter Plus Care, Tenant Based Rental Assistance). - Identify potential funding opportunities for the homeless system which may include funding for permanent supportive housing, rapid rehousing, and housing-based support services
Napa County	-Seek out new and renewal funding opportunities that align with the priorities described in this Agreement. Examples of

appropriate funding resources include but are not limited to: Federal Funding via HUD Continuum of Care, State Funding available through HCD (California Emergency Solutions Grants, CDBG-CV, etc.), Cal?CH (HHAP, HHIP, etc), Medi-Cal Waiver funding for housing and sheltering services, and other appropriate Federal, State and local sources as they become available. -Use existing or new funds to provide case management and housing-based support SerVICeS. Contracting with consultants for one-time and on-going support for CoC Administrative Entity responsibilities, for as long as the County remains the designated CoC Administrative Entity, including development of the annual HUD Continuum of Care Notice of Funding Availability (NOFA) process and development of the Emergency Solutions Grant application process. Additional areas of technical assistance support under contract may include support with various aspects of CoC Administration, such as development and refinement of Governance Policies and Procedures. - Providing staffing for oversight, implementation, and operation of the Coordinated Entry System

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

This has already been agreed upon via a joint power agreement entered into between the City and the County of Napa. In 2017, County was awarded Whole Person Care Pilot Program funds which provided funding for certain outreach services, housing navigation, and tenancy care for Medic-Cal beneficiaries who were experiencing or at-risk of experiencing homelessness. The Whole Person Care Pilot Program concluded on December 31, 2021. The City and County of Napa intend that, beyond the funding provisions set forth in this Agreement, they shall continue their historical funding of programs and initiatives that have been pursued by each respective Party. County intends to continue its funding of specialty mental health services for people with a serious mental health illness, and alcohol and drug recovery services for vulnerable individuals and families, as well as both one-time and recurrent funding of various consultants to provide support for the initiatives and homeless support and placement systems described in this Agreement. City intends to fund outreach and diversion programs and continue its funding of homeless intervention initiatives and homeless encampment clean up.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing 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 jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
1,063

Key Actions PM 1

Key Action	Funding Source(s) the	Funding Type	Lead Entity	Collaborati ng	Target Date for	Success Measurement
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	region intends to use to achieve the action			Entity/ies	Completion	Method
<p>Deepen coordination and availability of services that offer more intensives case management and mobile advocacy with a focus on connections to permanent housing and stability</p> <p>1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources</p> <p>2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy</p> <p>3. Strengthen ability to make cross-system referrals</p>	<p>HHAP (specifically HHAP-5), CDBG, ESG, HSP</p> <p>CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC</p>	Federal, State	City of Napa, Napa CoC	<p>Abode Services, OLE Health, CARE Network, Napa County Health and Human Services Agency Self-Sufficiency, Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS</p>	12/31/2028	<p>Increase in system exits to permanent housing destinations from rapid rehousing project types</p> <p>Increase in exits to permanent housing for family households</p> <p>Reduction in returns to homelessness</p>
<p>Support opportunities for existing residential units to be affordable and accessible for people experiencing homelessness</p>	<p>HHAP, CalWORKS Housing Support Program (HSP), Housing and Disability Advocacy Program</p>	Federal, State, Local	Napa CoC, City of Napa	<p>1. Abode, Housing Authority of the City of Napa, Nations Finest</p> <p>2.</p>	12/31/2028	<p>Increase in the number of clients/households exiting to permanent housing across the system</p> <p>Increase</p>

<p>1. Expand the availability of rental subsidies and voucher programs targeted to households experiencing homelessness</p> <p>2. Increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies</p> <p>3. Expand the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients</p> <p>4. Continue existing case conferencing coordination ensuring representation from all agencies involved in housing placement</p>	<p>(HDAP), VASH, HCV, CoC</p>	<p>Abo de, Buckelew</p> <p>Housing Authority of the City of Napa</p> <p>Abo de, Buckelew, Housing Authority of the City of Napa, CARE Network, City of Napa, OLE Health, Self-Sufficiency, NEWS, Napa County Office of Education</p>	<p>number of RRH beds as counted on the HIC</p> <p>Increase in number of clients/households enrolled in housing navigation related projects</p> <p>Continuation of regularly occurring system wide housing focused case conferencing meetings</p> <p>Increases in number of clients/households enrolled in RRH and PSH project types across the system</p>
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<p>Streamline and help coordinate creation of new units specifically</p>	<p>Homekey, CoC, Multifamily Housing Program (MHP),</p>	<p>State, Federal, private, Local</p>	<p>Napa CoC</p>	<p>Burbank Housing, Napa County</p>	<p>12/31/2024</p>	<p>Increases in the number of PSH units available system wide</p>
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for people experiencing homelessness	NPLH, Providence St. Joseph,, tax credits, project-based vouchers, CDBG-DR, City of Napa Affordable Housing Impact Fee			Housing and Homeless Services, Abode Housing, Gasser Foundation, Providence St. Joseph, City of Napa Housing Division, Housing Authority of the City of Napa		Increase in number of individuals/households enrolled in PSH projects
1. Pursue opportunities for conversion of hotel/motel sites into permanent supportive housing						
2. Fund the development of set aside units and permanent supportive housing						

Engage nontraditional community partners in creating and supporting homeless prevention efforts	Safe, BFH, HSP, HHAP, Bay Area Housing Finance Authority Rental Assistance Pilot Program	State, Private	Napa CoC	1. Fair Housing Napa Valley, Up valley Family Centers, On the Move, Commission on Aging, Napa County Adult Protective Services, Napa County Comprehensive Services for Older Adults, Child Protective Services, Self-Sufficiency, Napa County Office of Education	12/31/2028	Organizational presence on CoC Board Establishment of known and regular communication channels and processes with system adjacent partners
1. Maintain and cultivate relationships that provide population specific support and resources						
2. Implement rental assistance pilot program for older adults						

a County Department of Housing and Homeless Services

Deepen coordination and increase street outreach capacity and effectiveness in connecting clients to wraparound services focused on making connections to permanent housing	HHAP, ESG, ARPA, Community Based Transitional Housing, County General Funds, City General Funds	Federal, State	City of Napa	Abode, CARE Network, VOICES, CalTRANS, Napa PD, Sheriff, OLE Health, Napa County Mental Health MRT, Crestwood	12/31/2028	Increase in number of placements from SO projects Creation and distribution of a system map with updated services, referral opportunities, and contact information
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Utilize and expand upon existing partnerships to expand access to mental health services 1. Coordinate the use of the county mental health Mobile Response Team (MRT) to reduce exits to homelessness 2. Further coordinate medical respite beds for discharging and the medically frail 3. Expand presence of MDT care coordination meetings	DHCS Crisis Care Mobile Units (CCMU) program, MHSA	State, Local	Napa CoC	1. Napa County Mental Health, Crestwood, Queen of the Valley, CARE Network, Napa PD, Abode, Napa County Sheriff 2. Catholic Charities, Abode, OLE Health, CARE Network, Napa PD, Queen of the Valley	12/31/2025	1. Number of calls/requests to MRT, Total number of service episodes, Unduplicated individuals receiving MRT services 2. Establish shared understanding of discharge policies and procedures 3. Continued MDT client care coordination meetings
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Further implement a system-wide diversion and homeless prevention program across all homeless programs, with flexible funding and services designed to meet the needs of people at risk of experiencing homelessness	HHAP, Season of Sharing	State, Private,	Napa CoC	Abode, City of Napa, CARE Network, Disability Services and Legal Center (DS)	12/31/2028	Number of households served Number of clients diverted to housing with family
Ensure streamlined and equitable access to coordinated entry access points for the full geography and population of Napa County	CoC, County General Fund, HHAP	Federal, State	Napa CoC	Abode, CARE Network, VOICES, CalTRANS, Napa PD,	12/31/2024	Geographic availability of access points
Improve access to safe and supportive low-barrier temporary housing options for all families and individuals 1. Continue operation of South Napa Shelter 2. Establish plan and policy for warming center through County of Napa	CDBG, HHAP, City of Napa and Napa County General Funds,	Federal, State, Local	City of Napa, Napa CoC	Abode, OLE Health, Self-Sufficiency, Mental Health, Napa Humane Society, NEWS, Catholic Charities, City of Napa, Napa County, CARE Network	12/31/2028	Number of clients enrolled in emergency shelter projects Increases in number of clients enrolled in services, day shelter, or other projects Exits from shelter to Permanent destinations Exits to treatment programs/certain institutions from shelter
Provide Street Outreach	HHAP, City of Napa, PLHA,	Federal,	City of	Abode	12/31/2028	Number of clients enrolled

Services to provide linkages to services and support in becoming housing ready	ARPA, ESG, County	State, Local	Napa	Services		in street outreach Increases in number of clients enrolled in other services from Street Outreach Increase in number of clients enrolled in Outreach that exit to a Permanent Housing Destination.
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Provide rapid re-housing subsidies for individuals exiting homelessness to permanent housing.	HHAP-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people accessing services by keeping households permanently housed.
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SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Native American	0
Adults experiencing significant mental illness	48

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Utilize and expand upon existing partnerships to	DHCS Crisis Care Mobile Units (CCMU) program, MHSA	State, Local	Napa CoC	1. Napa County Mental	12/31/2025	1. Number of calls/requests to MRT, Total number of

<p>expand access to mental health services</p> <ol style="list-style-type: none"> 1. Coordinate the use of the county mental health Mobile Response Team (MRT) to reduce exits to homelessness 2. Further coordinate medical respite beds for discharging and the medically frail 3. Expand presence of MDT care coordination meetings 		<p>Health, Crestwood, Queen of the Valley, CARE Network, Napa PD, Abode, Napa County Sheriff</p> <ol style="list-style-type: none"> 2. Catholic Charities, Abode, OLE Health, CARE Network 3. CA RE Network, Abode, Napa PD, Queen of the Valley 	<p>service episodes, Unduplicated individuals receiving MRT services</p> <ol style="list-style-type: none"> 2. Establish shared understanding of discharge policies and procedures 3. Continued MDT client care coordination meetings
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<p>Build partnerships with tribal entities and organizations serving Native American communities to increase the reach of the system of care</p>	<p>MHSA</p>	<p>State</p>	<p>Napa CoC</p>	<p>Suscol Intertribal Council</p>	<p>12/31/2025</p>	<p>Number of individuals and organizations trained</p>
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<p>Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless</p>	<p>CoC</p>	<p>Federal, State</p>	<p>Napa CoC</p>	<p>CoC DEI Subcommittee</p>	<p>12/31/2024</p>	<p>Official creation of a subcommittee of the CoC board</p>
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system of care						
Review current coordinated assessment tool and assessment process to ensure it meets the needs of the Napa community, including people of all ages, races, and ethnicities	CoC	Federal	Napa CoC	Napa CoC Coordinated Entry Committee	12/31/2028	Implementation of recommendations from 2022 CE Evaluation
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	CoC	Federal	Napa CoC	Napa CoC DEI Subcommittee	12/31/2028	Production of annual racial disparities analysis

SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
366

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Deepen coordination and availability of services that offer more intensives case management and mobile	HHAP (specifically HHAP-5), CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS,	Federal, State	City of Napa, Napa CoC	Abode, OLE Health, CARE Network, Napa County Health and	12/31/2028	Increase in system exits to permanent housing destinations from rapid rehousing project types

<p>advocacy with a focus on connections to permanent housing and stability</p> <ol style="list-style-type: none"> 1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources 2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy 3. Strengthen ability to make cross-system referrals 	<p>Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC</p>	<p>Human Services Agency Self-Sufficiency, Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS</p>	<p>Increase in exits to permanent housing for family households</p> <p>Reduction in returns to homelessness</p>
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<p>Strengthen partnerships between fair housing advocacy agencies and homeless service providers to expedite access to legal aid and housing advocacy for people experiencing or at risk of experiencing homelessness</p>	<p>CDBG, HHAP</p>	<p>Federal, State</p>	<p>Napa CoC</p>	<p>Fair Housing Napa Valley, Abode</p>	<p>12/31/2025</p>	<p>At least 60 households provided with fair housing counseling and landlord/tenant mediation each fiscal year</p>
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<p>Support opportunities for</p>	<p>HHAP, CalWORKS</p>	<p>Federal, State, Local</p>	<p>Napa CoC, City of</p>	<p>1. Abo</p>	<p>12/31/2028</p>	<p>Increase in the number of</p>
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existing residential units to be affordable and accessible for people experiencing homelessness	Housing Support Program (HSP), Housing and Disability Advocacy Program (HDAP), VASH, HCV, CoC	Napa	de, Housing Authority of the City of Napa, Nations Finest	clients/households exiting to permanent housing across the system
1. Expand the availability of rental subsidies and voucher programs targeted to households experiencing homelessness			2. Abo de, Buckelew	Increase number of RRH beds as counted on the HIC
2. Increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies			3. Housing Authority of the City of Napa	Increase in number of clients/households enrolled in housing navigation related projects
3. Expand the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients			4. Abo de, Buckelew, Housing Authority of the City of Napa, CARE Network, City of Napa, OLE Health, Self-Sufficiency, NEWS, Napa County Office of Education	Continuation of regularly occurring system wide housing focused case conferencing meetings
4. Continue existing case conferencing coordination ensuring representation from all agencies involved in				Increases in number of clients/households enrolled in RRH and PSH project types across the system

housing placement

<p>Streamline and help coordinate creation of new units specifically for people experiencing homelessness</p> <ol style="list-style-type: none"> 1. Pursue opportunities for conversion of hotel/motel sites into permanent supportive housing 2. Fund the development of set aside units and permanent supportive housing 	<p>Homekey, CoC, Multifamily Housing Program (MHP), NPLH, Providence St. Joseph,, tax credits, project-based vouchers, CDBG-DR, City of Napa Affordable Housing Impact Fee</p>	<p>State, Federal, private, Local</p>	<p>Napa CoC</p>	<p>Burbank Housing, Napa County Housing and Homeless Services, Abode Housing, Gasser Foundation, Providence St. Joseph, City of Napa Housing Division, Housing Authority of the City of Napa</p>	<p>12/31/2024</p>	<p>Increases in the number of PSH units available system wide</p> <p>Increase in number of individuals/households enrolled in PSH projects</p>
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<p>Engage nontraditional community partners in creating and supporting homeless prevention efforts</p> <ol style="list-style-type: none"> 1. Maintain and cultivate relationships that provide population specific support and resources 2. Implement rental assistance pilot program for older adults 	<p>HDAP, Home Safe, BFH, HSP, HHAP, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, Local, Private</p>	<p>Napa CoC</p>	<p>1. Fair Housing Napa Valley, Up valley Family Centers, On the Move, Commission on Aging, Napa County Adult Protective Services, Napa County Comprehensive Services for Older Adults, Child Protective Services, Self-</p>	<p>12/31/2028</p>	<p>Organizational presence on CoC Board</p> <p>Establishment of known and regular communication channels and processes with system adjacent partners</p>
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Sufficiency,
Napa
County
Office of
Education
2.
Nap
a County
Department
of Housing
and
Homeless
Services

Further implement a system-wide diversion and homeless prevention program across all homeless programs, with flexible funding and services designed to meet the needs of people at risk of experiencing homelessness	HHAP, Season of Sharing	State, Private	Napa CoC	Abode, City of Napa, CARE Network, Disability Services and Legal Center.	12/31/2028	Number of households served
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Deepen coordination and increase street outreach capacity and effectiveness in connecting clients to wraparound services focused on making connections to permanent housing	HHAP, ESG, ARPA, Community Based Transitional Housing, County General Funds, City General Funds	Federal, State	City of Napa	Abode, CARE Network, VOICES, CalTRANS, Napa PD, Sheriff, OLE Health, Napa County Mental Health MRT, Crestwood	12/31/2028	Increase in number of placements from SO projects Creation and distribution of a system map with updated services, referral opportunities, and contact information
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Ensure streamlined and equitable access to coordinated entry access	CoC, County General Fund, HHAP	Federal, State	Napa CoC	Abode, CARE Network, VOICES, CalTRANS, Napa PD	12/31/2024	Geographic availability of access points
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points for the full geography and population of Napa County

<p>Pursue opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities, and transitional-aged youth</p> <p>1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)</p> <p>2. Implement rental assistance pilot program for older adults</p> <p>3. Provide transitions supports and diversion services for seniors and adults with disabilities</p>	<p>MHSA, Home Safe, NPLH, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, private</p>	<p>Napa CoC</p>	<p>1. VOI CES, Progress Foundation, On the Move</p> <p>2. Napa County Housing and Homeless Services Disability Services and Legal Center (DSLCL)</p>	<p>12/31/2028</p>	<p>1. Number of unaccompanied and parenting youth enrolled in HMIS projects</p> <p>2. Number of clients served</p> <p>3. Number of clients served</p>
<p>Improve access to safe and supportive low-barrier</p>	<p>CDBG, HHAP, City of Napa and Napa County General</p>	<p>Federal, State, Local</p>	<p>City of Napa, Napa CoC</p>	<p>Abode, OLE Health, Self-</p>	<p>12/31/2028</p>	<p>Number of clients enrolled in emergency shelter projects</p>

temporary housing options for all families and individuals	Funds,			Sufficiency, Mental Health, Napa Humane Society, NEWS, Catholic Charities, City of Napa, Napa County, CARE Network		Increases in number of clients enrolled in services, day shelter, or other projects
1. Continue operation of South Napa Shelter						Exits from shelter to Permanent destinations
2. Establish plan and policy for warming center through County of Napa						Exits to treatment programs/certain institutions from shelter

Provide Street Outreach Services to provide linkages to services and support in becoming housing ready	HHAP, City of Napa, PLHA, ARPA, ESG, County	Federal State Local	City of Napa	Abode Services	12/31/2028	Number of clients enrolled in street outreach
						Increases in number of clients enrolled in services
						Increase in number of clients enrolled in Outreach that exit to a Permanent Housing Destination.

Provide rapid re-housing subsidies for individuals exiting homelessness to permanent housing.	HHAp-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people accessing services by keeping households permanently housed.
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SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group**Measure**

People who are American Indian or Alaska Native

15

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care	CoC	Federal, State	Napa CoC	CoC DEI Subcommittee	12/31/2024	Official creation of a subcommittee of the CoC board
Build partnerships with tribal entities and organizations serving Native American communities to increase the reach of the system of care	MHSA	State, private	Napa CoC	Suscol Intertribal Council	12/31/2025	Number of individuals and organizations trained
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people	CoC	Federal	Napa CoC	Napa LEAB	12/31/2028	Official creation of a subcommittee of the CoC board Written policies and procedures, and governance for group functioning

experiencing homelessness

Review current coordinated assessment tool and assessment process to ensure it meets the needs of the Napa community, including people of all ages, races, and ethnicities	CoC	Federal	Napa CoC	Napa CoC Coordinated Entry Committee	12/31/2028	Implementation of recommendations from 2022 CE Evaluation
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SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
534

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Strengthen partnerships between fair housing advocacy agencies and homeless service providers to expedite access to legal aid and housing advocacy for people experiencing or at risk of experiencing homelessness	CDBG HHAP-5	Federal, State	Napa CoC	Fair Housing Napa Valley, Abode	12/31/2025	At least 60 households provided with fair housing counseling and landlord/tenant mediation each fiscal year

<p>Engage nontraditional community partners in creating and supporting homeless prevention efforts</p> <p>1. Maintain and cultivate relationships that provide population specific support and resources</p> <p>2. Implement rental assistance pilot program for older adults</p>	<p>HDAP, Home Safe, BFH, HSP, HHAP-5, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, Private, Local</p>	<p>Napa CoC</p>	<p>1. Fair Housing Napa Valley, Up valley Family Centers, On the Move, Commission on Aging, Napa County Adult Protective Services, Napa County Comprehensive Services for Older Adults, Child Protective Services, Self-Sufficiency, Napa County Office of Education</p> <p>2. Napa County Department of Housing and Homeless Services</p>	<p>12/31/2028</p>	<p>Organizational presence on CoC Board</p> <p>Establishment of known and regular communication channels and processes with system adjacent partners</p>
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<p>Utilize and expand upon existing partnerships to expand access to mental health services</p> <p>1. Coordinate the use of the county mental health</p>	<p>DHCS Crisis Care Mobile Units (CCMU) program, MHSA</p>	<p>State, Local</p>	<p>Napa CoC</p>	<p>1. Napa County Mental Health, Crestwood, Queen of the Valley, CARE Network, Napa PD, Abode,</p>	<p>12/31/2025</p>	<p>1. Number of calls/requests to MRT, Total number of service episodes, Unduplicated individuals receiving MRT services</p> <p>2. Establish</p>
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<p>Mobile Response Team (MRT) to reduce exits to homelessness</p> <p>2. Further coordinate medical respite beds for discharging and the medically frail</p> <p>3. Expand presence of MDT care coordination meetings</p>				<p>Napa County Sheriff</p> <p>2. Cat</p> <p>holic Charities, Abode, OLE Health, CARE Network</p> <p>3. CA</p> <p>RE Network, Abode, Napa PD, Queen of the Valley</p>	<p>h shared understanding of discharge policies and procedures</p> <p>3. Continu ed MDT client care coordination meetings</p>
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<p>Further implement a system-wide diversion and homeless prevention program across all homeless programs, with flexible funding and services designed to meet the needs of people at risk of experiencing homelessness</p>	<p>HHAP, Season of Sharing</p>	<p>State, Private</p>	<p>Napa CoC</p>	<p>Abode, City of Napa, CARE Network, Disability Services and Legal Center</p>	<p>12/31/2028</p>	<p>Number of households served</p>
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<p>Ensure streamlined and equitable access to coordinated entry access points for the full geography and population of Napa County</p>	<p>CoC, County General Fund, HHAP</p>	<p>Federal, State</p>	<p>Napa CoC</p>	<p>Abode, CARE Network, VOICES, CalTRANS, Napa PD,</p>	<p>12/31/2024</p>	<p>Geographic availability of access points</p>
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<p>Pursue opportunities to expand permanent</p>	<p>MHSA, Home Safe, NPLH, Bay Area Housing</p>	<p>State, private</p>	<p>Napa CoC</p>	<p>1. VOI CES, Progress</p>	<p>12/31/2028</p>	<p>1. Number of unaccompanied and parenting</p>
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housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities, and transitional-aged youth

1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)
- 2.

Finance Authority Rental Assistance Pilot Program

Foundation, On the Move
 2. Nap a County Housing and Homeless Services
 3. Disability Services and Legal Center (DSLCL)

youth enrolled in HMIS projects

2. Number of clients served
3. Number of clients served

2. Implement rental assistance pilot program for older adults
1. Provide transitions supports and diversion services for seniors and adults with disabilities

SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
Persons in households with at least 1 adult and 1 child	26
People who are Hispanic/Latino	43

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care	CoC	CoC Federal, State	Napa CoC	CoC DEI Subcommittee	12/31/2028	Official creation of a subcommittee of the CoC board
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	CoC	Federal	Napa CoC	Napa LEAB	12/31/2028	Official creation of a subcommittee of the CoC board Written policies and procedures, and governance for group functioning
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	CoC	Federal	Napa CoC	Napa CoC DEI Subcommittee	12/31/2028	Production of annual racial disparities analysis
Enhance translation and language line availability	CDBG	Federal	Napa CoC	NEWS, Fair Housing of Napa Valley	12/31/2028	lingual case manager support and language

system wide to ensure language access

access

Strengthen partnerships between fair housing advocacy agencies and homeless service providers to expedite access to legal aid and housing advocacy for people experiencing or at risk of experiencing homelessness	CDBG HHAP	Federal, State	Napa CoC	Fair Housing Napa Valley, Abode	12/31/2025	At least 60 households provided with fair housing counseling and landlord/tenant mediation each fiscal year
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SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
272

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Deepen coordination and availability of services that offer more intensive case management and mobile advocacy with a focus on connections to permanent housing and stability	HHAP, CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC	Federal, State	City of Napa, Napa CoC	Abode, OLE Health, CARE Network, Napa County Health and Human Services Agency Self-Sufficiency, Mental	12/31/2028	Increase in system exits to permanent housing destinations from rapid rehousing project types Increase in exits to permanent housing for family households

<p>1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources</p> <p>2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy</p> <p>Strengthen ability to make cross-system referrals</p>				<p>Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS</p>		<p>Reduction in returns to homelessness</p>
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<p>Further integrate and offer resources that support increasing income and life skills. Like job and vocational training, money management and budgeting, time management, etc.</p>	<p>CalWORKS, HHAP,</p>	<p>State</p>	<p>Napa CoC</p>	<p>Career Point Napa, Community Action Napa Valley, Salvation Army, Self-Sufficiency Experience Works Senior Community Services Employment Program, VOICES, Culinary Institute of America</p>	<p>12/31/2028</p>	<p>Number of households served</p> <p>Creation and distribution of a system map with updated services, referral opportunities, and contact information</p> <p>Implementation of updated training on increasing income</p>
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<p>Support opportunities for existing residential units to be affordable and accessible for people</p>	<p>HHAP, CalWORKS Housing Support Program (HSP), Housing and Disability</p>	<p>Federal, State, Local</p>	<p>Napa CoC, City of Napa</p>	<p>1. Abo de, Housing Authority of the City of Napa, Nations</p>	<p>12/31/2028</p>	<p>Increase in the number of clients/households exiting to permanent housing across the system</p>
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<p>experiencing homelessness</p> <p>1. Expand the availability of rental subsidies and voucher programs targeted to households experiencing homelessness</p> <p>2. Increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies</p> <p>3. Expand the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients</p> <p>4.</p>	<p>Advocacy Program (HDAP), VASH, HCV, CoC</p>	<p>Finest 2. Abo de, Buckelew 3. Hou sing Authority of the City of Napa 4. Abo de, Buckelew, Housing Authority of the City of Napa, CARE Network, City of Napa, OLE Health, Self-Sufficiency, NEWS, Napa County Office of Education</p>	<p>Increase number of RRH beds as counted on the HIC</p> <p>Increase in number of clients/households enrolled in housing navigation related projects</p> <p>Continuation of regularly occurring system wide housing focused case conferencing meetings</p> <p>Increases in number of clients/households enrolled in RRH and PSH project types across the system</p>
<p>4. Continue existing case conferencing coordination ensuring representation from all agencies involved in housing placement</p>			

Streamline and help coordinate	Homekey, CoC, Multifamily	State, Federal,	Napa CoC	Burbank Housing,	12/31/2024	Increases in the number of PSH
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<p>creation of new units specifically for people experiencing homelessness</p> <p>1. Pursue opportunities for conversion of hotel/motel sites into permanent supportive housing</p> <p>2. Fund the development of set aside units and permanent supportive housing</p>	<p>Housing Program (MHP), NPLH, Providence St. Joseph,, tax credits, project-based vouchers, CDBG-DR, City of Napa Affordable Housing Impact Fee</p>	<p>private, Local</p>	<p>Napa County Housing and Homeless Services, Abode Housing, Gasser Foundation, Providence St. Joseph, City of Napa Housing Division, Housing Authority of the City of Napa</p>	<p>units available system wide</p> <p>Increase in number of individuals/households enrolled in PSH projects</p>
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<p>Deepen coordination and increase street outreach capacity and effectiveness in connecting clients to wraparound services focused on making connections to permanent housing</p>	<p>HHAP, ESG, ARPA, Community Based Transitional Housing, County General Funds, City General Funds</p>	<p>Federal, State</p>	<p>City of Napa</p>	<p>Abode, CARE Network, VOICES, CalTRANS, Napa PD, Sheriff, OLE Health, Napa County Mental Health MRT, Crestwood</p>	<p>12/31/2028</p> <p>Increase in number of placements from SO projects</p> <p>Creation and distribution of a system map with updated services, referral opportunities, and contact information</p>
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<p>Pursue opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities,</p>	<p>MHSA, Home Safe, NPLH, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, private</p>	<p>Napa CoC</p>	<p>1. VOI CES, Progress Foundation, On the Move</p> <p>2. Napa County Housing and Homeless Services</p> <p>3. Dis</p>	<p>12/31/2028</p> <p>1. Number of unaccompanied and parenting youth enrolled in HMIS projects</p> <p>2. Number of clients served</p> <p>3. Number of clients served</p>
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and transitional-aged youth

1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)

2.

Implement rental assistance pilot program for older adults

3. Provide transitions supports and diversion services for seniors and adults with disabilities

ability Services and Legal Center (DSLCL)

Provide case management services for transitional aged youth placed in permanent supportive housing.	HHAP	State	City of Napa	VOICES via contract with Burbank Housing	12/31/2028	Increase in the success rate of TAY placed in Permanent Supportive Housing and remaining in housing, or advancing to more independent living Improved income and other health outcomes for TAY placed in PSH units.
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Provide rapid re-housing subsidies for individuals exiting	HHAp-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people
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homelessness to permanent housing.

accessing services by keeping households permanently housed.

SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
Adults who are experiencing significant mental illness	70
Adults experiencing substance abuse disorder	47

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	CoC	Federal	Napa CoC	Napa LEAB	12/31/2028	Official creation of a subcommittee of the CoC board Written policies and procedures, and governance for group functioning
Deepen coordination and availability of services that offer more intensives case management and mobile advocacy with a focus on connections to permanent housing and	HHAP, CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC	Federal, State	City of Napa, Napa CoC	Abode, OLE Health, CARE Network, Napa County Health and Human Services Agency Self-Sufficiency,	12/31/2028	Increase in system exits to permanent housing destinations from rapid rehousing project types Increase in exits to permanent housing for family

stability

1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources
2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy
3. Strengthen ability to make cross-system referrals

Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS

households
Reduction in returns to homelessness

SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
132

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Deepen coordination and availability of services that offer more intensives case management and mobile advocacy with a focus on connections to	HHAP, CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC	Federal, State	City of Napa, Napa CoC	Abode, OLE Health, CARE Network, Napa County Health and Human Services Agency	12/31/2028	Increase in system exits to permanent housing destinations from rapid rehousing project types Increase in exits to permanent

<p>permanent housing and stability</p> <p>1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources</p> <p>2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy. Strengthen ability to make cross-system referrals</p>				<p>Self-Sufficiency, Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS</p>		<p>housing for family households</p> <p>Reduction in returns to homelessness</p>
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<p>Further integrate and offer resources that support increasing income and life skills. Like job and vocational training, money management and budgeting, time management, etc.</p>	<p>CalWORKS, HHAP</p>	<p>State</p>	<p>Napa CoC</p>	<p>Career Point Napa, Community Action Napa Valley, Salvation Army, Self-Sufficiency Experience Works Senior Community Services Employment Program, VOICES, Culinary Institute of America</p>	<p>12/31/2028</p>	<p>Number of households served</p> <p>Creation and distribution of a system map with updated services, referral opportunities, and contact information</p> <p>Implementation of updated training on increasing income</p>
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<p>Support opportunities for existing residential units</p>	<p>HHAP, CalWORKS Housing Support</p>	<p>Federal, State, Local</p>	<p>Napa CoC, City of Napa</p>	<p>1. Abo de, Housing Authority of</p>	<p>12/31/2028</p>	<p>Increase in the number of clients/households exiting to</p>
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to be affordable and accessible for people experiencing homelessness

1. Expand the availability of rental subsidies and voucher programs targeted to households experiencing homelessness
2. Increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies
3. Expand the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients
- 4.

Program (HSP), Housing and Disability Advocacy Program (HDAP), VASH, HCV, CoC

the City of Napa, Nations Finest

2. Abo de, Buckelew
3. Housing Authority of the City of Napa
4. Abo de, Buckelew, Housing Authority of the City of Napa, CARE Network, City of Napa, OLE Health, Self-Sufficiency, NEWS, Napa County Office of Education

permanent housing across the system

Increase number of RRH beds as counted on the HIC

Increase in number of clients/households enrolled in housing navigation related projects

Continuation of regularly occurring system wide housing focused case conferencing meetings

Increases in number of clients/households enrolled in RRH and PSH project types across the system

4. Continue existing case conferencing coordination ensuring representation from all agencies involved in housing placement

Streamline and help coordinate creation of new units specifically for people experiencing homelessness 1. Pursue opportunities for conversion of hotel/motel sites into permanent supportive housing 2. Fund the development of set aside units and permanent supportive housing	Homekey, CoC, Multifamily Housing Program (MHP), NPLH, Providence St. Joseph,, tax credits, project-based vouchers, CDBG-DR, City of Napa Affordable Housing Impact Fee	State, Federal, private, Local	Napa CoC	Burbank Housing, Napa County Housing and Homeless Services, Abode Housing, Gasser Foundation, Providence St. Joseph, City of Napa Housing Division, Housing Authority of the City of Napa	12/31/2024	Increases in the number of PSH units available system wide Increase in number of individuals/households enrolled in PSH projects
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Deepen coordination and increase street outreach capacity and effectiveness in connecting clients to wraparound services focused on making connections to permanent housing	HHAP, ESG, ARPA, Community Based Transitional Housing, County General Funds, City General Funds	Federal, State	City of Napa	Abode, CARE Network, VOICES, CalTRANS, Napa PD, Sheriff, OLE Health, Napa County Mental Health MRT, Crestwood	12/31/2028	Increase in number of placements from SO projects Creation and distribution of a system map with updated services, referral opportunities, and contact information
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Pursue opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older	MHSA, Home Safe, NPLH, Bay Area Housing Finance Authority Rental Assistance Pilot Program	State, private	Napa CoC	1. VOI CES, Progress Foundation, On the Move 2. Napa County Housing and Homeless Services	12/31/2028	1. Number of unaccompanied and parenting youth enrolled in HMIS projects 2. Number of clients served 3. Number of clients served
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adults, adults with disabilities, and transitional-aged youth

1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)
- 2.

Implement rental assistance pilot program for older adults

3. Provide transitions supports and diversion services for seniors and adults with disabilities

3. Disability Services and Legal Center (DSLCL)

Utilize and expand upon existing partnerships to expand access to mental health services

1. Coordinate the use of the county mental health Mobile Response Team (MRT) to reduce exits to homelessness
2. Further coordinate medical respite beds for discharging and the medically

DHCS Crisis Care Mobile Units (CCMU) program, MHSA

State, Local Napa CoC

1. Napa County Mental Health, Crestwood, Queen of the Valley, CARE Network, Napa PD, Abode, Napa County Sheriff
2. Cat

12/31/2025

1. Number of calls/requests to MRT, Total number of service episodes, Unduplicated individuals receiving MRT services
2. Establish shared understanding of discharge policies and procedures
3. Continued MDT client care coordination meetings

frail 3. Expand presence of MDT care coordination meetings				Network 4. CA RE Network, Abode, Napa PD, Queen of the Valley		
Improve access to safe and supportive low-barrier temporary housing options for all families and individuals 1. Continue operation of South Napa Shelter 2. Establish plan and policy for warming center through County of Napa	CDBG, HHAP, City of Napa and Napa County General Funds,	Federal, State, Local	City of Napa, Napa CoC	Abode, OLE Health, Self-Sufficiency, Mental Health, Napa Humane Society, NEWS, Catholic Charities, City of Napa, Napa County, CARE Network	12/31/2028	Number of clients enrolled in emergency shelter projects Increases in number of clients enrolled in services, day shelter, or other projects Exits from shelter to Permanent destinations Exits to treatment programs/certain institutions from shelter
Provide rapid re-housing subsidies for individuals exiting homelessness to permanent housing.	HHAP-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people accessing services by keeping households permanently housed

SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
People who are Multi-Racial AND Hispanic/Latino	193

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care	CoC	Federal, State	Napa CoC	CoC DEI Subcommittee	12/31/2028	Official creation of a subcommittee of the CoC board
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	CoC	Federal	Napa CoC	Napa LEAB	12/31/2028	Official creation of a subcommittee of the CoC board Written policies and procedures, and governance for group functioning
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	CoC	Federal	Napa CoC	Napa CoC DEI Subcommittee	12/31/2028	Production of annual racial disparities analysis

Enhance translation and language line availability system wide to ensure language access	CDBG	Federal	Napa CoC	NEWS, Fair Housing of Napa Valley	12/31/2028	Bilingual case manager support and language access
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SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
5.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Deepen coordination and availability of services that offer more intensives case management and mobile advocacy with a focus on connections to permanent housing and stability 1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources 2. Provide follow-up case management	HHAP, CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC	Federal, State	City of Napa, Napa CoC	Abode, OLE Health, CARE Network, Napa County Health and Human Services Agency Self-Sufficiency, Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley,	12/31/2028	Increase in system exits to permanent housing destinations from rapid rehousing project types Increase in exits to permanent housing for family households Reduction in returns to homelessness

that ensures household stability before, during, and after application of rental subsidy
3.

Strengthen ability to make cross-system referrals

Disability Services and Legal Center, NEWS

Strengthen partnerships between fair housing advocacy agencies and homeless service providers to expedite access to legal aid and housing advocacy for people experiencing or at risk of experiencing homelessness

CDBG
HHAP

Federal, State

Napa CoC

Fair Housing Napa Valley, Abode

12/31/2025

At least 60 households provided with fair housing counseling and landlord/tenant mediation each fiscal year

Further integrate and offer resources that support increasing income and life skills. Like job and vocational training, money management and budgeting, time management, etc.

CalWORKS, HHAP,

State

Napa CoC

Career Point Napa, Community Action Napa Valley, Salvation Army, Self-Sufficiency Experience Works Senior Community Services Employment Program, VOICES, Culinary Institute of America

12/31/2028

Number of households served

Creation and distribution of a system map with updated services, referral opportunities, and contact information

Implementation of updated training on increasing income

<p>Engage nontraditional community partners in creating and supporting homeless prevention efforts</p> <p>1. Maintain and cultivate relationships that provide population specific support and resources</p> <p>2. Implement rental assistance pilot program for older adults</p>	<p>HDAP, Home Safe, BFH, HSP, HHAP, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, Private</p>	<p>Napa CoC</p>	<p>1. Fair Housing Napa Valley, Up valley Family Centers, On the Move, Commission on Aging, Napa County Adult Protective Services, Napa County Comprehensive Services for Older Adults, Child Protective Services, Self-Sufficiency, Napa County Office of Education</p> <p>2. Napa County Department of Housing and Homeless Services</p>	<p>12/31/2028</p>	<p>Organizational presence on CoC Board</p> <p>Establishment of known and regular communication channels and processes with system adjacent partners</p>
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<p>Further implement a system-wide diversion and homeless prevention program across all homeless programs, with flexible funding and services designed to</p>	<p>HHAP, Season of Sharing</p>	<p>State, Private</p>	<p>Napa CoC</p>	<p>Abode, City of Napa, CARE Network, Disability Services and Legal Center (DS</p>	<p>12/31/2028</p>	<p>Number of households served</p>
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meet the needs of people at risk of experiencing homelessness

<p>Pursue opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities, and transitional-aged youth</p> <p>1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)</p> <p>2. Implement rental assistance pilot program for older adults</p> <p>3. Provide transitions supports and diversion services for seniors and adults with disabilities</p>	<p>MHSA, Home Safe, NPLH, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, private</p>	<p>Napa CoC</p>	<p>1. VOI CES, Progress Foundation, On the Move</p> <p>2. Napa County Housing and Homeless Services</p> <p>3. Disability Services and Legal Center (DSLCL)</p>	<p>12/31/2028</p>	<p>1. Number of unaccompanied and parenting youth enrolled in HMIS projects</p> <p>2. Number of clients served</p> <p>3. Number of clients served</p>
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<p>Provide case management services for transitional</p>	<p>HHAP</p>	<p>State</p>	<p>City of Napa</p>	<p>VOICES via contract with Burbank</p>	<p>12/31/2028</p>	<p>Increase in the success rate of TAY placed in Permanent</p>
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aged youth placed in permanent supportive housing.				Housing		Supportive Housing and remaining in housing, or advancing to more independent leaving Improved income and other health outcomes for TAY placed in PSH units.
Provide rapid re-housing subsidies for individuals exiting homelessness to permanent housing.	HHAP-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people accessing services by keeping households permanently housed

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
Adults who are currently fleeing domestic violence	25.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Deepen referral ability and integration between VSPs and CoC resources	CoC	Federal	Napa CoC	NEWS	12/31/2028	Development and implementation of a comparable database Policies and Procedures for

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6
19

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
<p>Pursue opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities, and transitional-aged youth</p> <p>1. Provide transitional housing, housing navigation, and employment and services to increase income to transitional age youth (TAY)</p> <p>2. Implement rental assistance pilot program for</p>	<p>MHSA, Home Safe, NPLH, Bay Area Housing Finance Authority Rental Assistance Pilot Program</p>	<p>State, private</p>	<p>Napa CoC</p>	<p>1. VOI CES, Progress Foundation, On the Move 2. Napa County Housing and Homeless Services 3. Disability Services and Legal Center (DSLCL)</p>	<p>12/31/2028</p>	<p>1. Number of unaccompanied and parenting youth enrolled in HMIS projects 2. Number of clients served 3. Number of clients served</p>

older adults
 3. Provide transitions supports and diversion services for seniors and adults with disabilities

Deepen coordination and availability of services that offer more intensives case management and mobile advocacy with a focus on connections to permanent housing and stability

1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources

2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy

3. Strengthen ability to make cross-system referrals

HHAP, CDBG, ESG, HSP CalWORKS via CDSS, Home Safe via CDSS, Bringing Families Home (BFH), ARPA, CalAIM, HDAP, CoC

Federal, State

City of Napa, Napa CoC

Abode, OLE Health, CARE Network, Napa County Health and Human Services Agency Self-Sufficiency, Mental Health Division, and Child Welfare Services, Gray Haven, VOICES, Streets Team Enterprises, Queen of the Valley, Disability Services and Legal Center, NEWS

12/31/2028

Increase in system exits to permanent housing destinations from rapid rehousing project types

Increase in exits to permanent housing for family households

Reduction in returns to homelessness

Improve access to safe and supportive low-

CDBG, HHAP, City of Napa and Napa

Federal, State, Local

City of Napa, Napa CoC

Abode, OLE Health,

12/31/2028

Number of clients enrolled in emergency

barrier temporary housing options for all families and individuals 1. Continue operation of South Napa Shelter 2. Establish plan and policy for warming center through County of Napa	County General Funds,			Self-Sufficiency, Mental Health, Napa Humane Society, NEWS, Catholic Charities, City of Napa, Napa County, CARE Network		shelter projects Increases in number of clients enrolled in services, day shelter, or other projects Exits from shelter to Permanent destinations Exits to treatment programs/certain institutions from shelter
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Deepen coordination and increase street outreach capacity and effectiveness in connecting clients to wraparound services focused on making connections to permanent housing	HHAP, ESG, ARPA, Community Based Transitional Housing, County General Funds, City General Funds	Federal, State	City of Napa	Abode, CARE Network, VOICES, CalTRANS, Napa PD, Sheriff, OLE Health, Napa County Mental Health MRT, Crestwood	12/31/2028	Increase in number of placements from SO projects Creation and distribution of a system map with updated services, referral opportunities, and contact information
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Support opportunities for existing residential units to be affordable and accessible for people experiencing homelessness 1. Expand the availability of rental subsidies and voucher programs targeted to households	HHAP, CalWORKS Housing Support Program (HSP), Housing and Disability Advocacy Program (HDAP), VASH, HCV, CoC	Federal, State, Local	Napa CoC, City of Napa	1. Abode, Housing Authority of the City of Napa, Nations Finest 2. Abode, Buckelew 3. Housing Authority of the City of	12/31/2028	Increase in the number of clients/households exiting to permanent housing across the system Increase number of RRH beds as counted on the HIC Increase in number of clients/household
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experiencing homelessness
 2. Increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies
 3. Expand the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients
 4. Continue existing case conferencing coordination ensuring representation from all agencies involved in housing placement

Napa
 4. Abo de, Buckelew, Housing Authority of the City of Napa, CARE Network, City of Napa, OLE Health, Self-Sufficiency, NEWS, Napa County Office of Education

ds enrolled in housing navigation related projects
 Continuation of regularly occurring system wide housing focused case conferencing meetings
 Increases in number of clients/households enrolled in RRH and PSH project types across the system

Streamline and help coordinate creation of new units specifically for people experiencing homelessness
 1. Pursue opportunities for conversion of hotel/motel sites into permanent

Homekey, CoC, Multifamily Housing Program (MHP), NPLH, Providence St. Joseph,, tax credits, project-based vouchers, CDBG-DR, City of Napa

Napa CoC

Burbank Housing, Napa County Housing and Homeless Services, Abode Housing, Gasser Foundation,

12/31/2024

Increases in the number of PSH units available system wide
 Increase in number of individuals/households enrolled in PSH projects

supportive housing 2. Fund the development of set aside units and permanent supportive housing

Affordable Housing Impact Fee

Providence St. Joseph, City of Napa Housing Division, Housing Authority of the City of Napa

Provide Street Outreach services to clients experiencing unsheltered homelessness by meeting clients where they are at and in the field.	HHAP, PLHA, City of Napa, County, ARPA, ESG	State, Federal, Private	City of Napa	Abode Services	12/31/2028	Number of clients enrolled in street outreach Increases in number of clients enrolled in services Increase in number of clients enrolled in Outreach that exit to a Permanent Housing Destination.
Provide rapid re-housing subsidies for individuals exiting homelessness to permanent housing	HHAP-5	State	County of Napa	Abode Services	12/31/2028	This activity will assist with decreasing the number of people accessing services by keeping households permanently housed.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
NA- Numbers are too small for disparity measurement/improvements are needed in data to qualify relating to SO exits.	0

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	CoC	Federal	Napa CoC	Napa CoC DEI Subcommittee	12/31/2028	Production of annual racial disparities analysis
Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care	CoC	Federal, State	Napa CoC	CoC DEI Subcommittee	12/31/2028	Official creation of a subcommittee of the CoC board
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	CoC	Federal	Napa CoC	Napa LEAB	12/31/2028	Official creation of a subcommittee of the CoC board Written policies and procedures, and governance for group functioning

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:

- Service delivery;
- Housing placements;
- Housing retention; and
- Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
Formalize System-level DEI committee, comprised of cross-system leaders, to develop,	Napa CoC	DEI Subcommittee of the CoC

implement, and evaluate a strategic DEI plan for the homeless system of care

Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities

Napa CoC

Napa County Self-Sufficiency DEI Committee, Napa County HHS

Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness

Napa CoC

Napa LEAB

Implement hiring practices that prioritize staff diversity, ensuring representation that reflects the racial and gender diversity of the community

Napa CoC, City of Napa

HHS DEI Committee, City of Napa Departments

Enhance culturally responsive communication delivery to ensure effective and sensitive interactions with diverse racial and gender populations

Napa CoC

Napa County HHS, NEWS, Fair Housing Napa Valley

Develop processes for cross system training, referral, and technical assistance with local LGBTQ organizations to ensure the system of care provides inclusive and equitable care to members of LGBTQ community experiencing homelessness

Napa CoC

Napa LGBTQ Connection, VOICES

Continue implementation and evaluation of DEI Training program

City of Napa

City of Napa Departments, Government Alliance on Race and Equity (GARE), Race Forward

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Review current coordinated assessment tool and assessment process to ensure it meets the needs of the Napa community, including people of all ages, races, and ethnicities	Napa CoC	Napa CoC Coordinated Entry Workgroup

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
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Enhance culturally responsive communication delivery to ensure effective and sensitive interactions with diverse racial and gender populations	Napa CoC	Napa County HHSA, NEWS, Fair Housing Napa Valley
Develop processes for cross system training, referral, and technical assistance with local LGBTQ organizations to ensure the system of care provides inclusive and equitable care to members of LGBTQ community experiencing homelessness	Napa CoC	Napa LGBTQ Connection, VOICES
Formalize System-level DEI committee, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care	Napa CoC	DEI Subcommittee of the CoC
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	Napa CoC	Napa County Self-Sufficiency, DEI Committee, Napa County HHSA
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	Napa CoC	Napa LEAB

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities	Napa CoC, City of Napa	City of Napa Departments, DEI Committee
Review current coordinated assessment tool and assessment process to ensure it meets the needs of the Napa community, including people of all ages, races, and ethnicities	Napa CoC	Napa CoC CE Committee
Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting people experiencing homelessness	Napa CoC	Napa LEAB

Is place-based encampment resolution occurring within the region?
 Yes

The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

Over 90% of the communities homelessness located within the City of Napa. The City of Napa applied for and has received an encampment resolution grant (ERF) which identified encampments on state right of ways and Kennedy Park (city Park) as priority encampments to address sheltering needs. As part of this grant, the City of Napa has opened the North Napa Center, to serve as a non-congregate emergency shelter to serve individuals relocated from these encampments. The encampments were prioritized with State Right of Ways being first priority and is now in the process of serving Kennedy Park. After considering age and other factors like disabilities, individuals at Kennedy Park are referred for available space based on their placement on the CES list.

Optional Upload: Evidence of Collaboration and/or Prioritization

7 Principles for Addressing Encampments 2.23.24-City of Napa.docx

Addressing Homeless Encampments-City of Napa.docx

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - o Jails
 - o Prisons
 - o Hospitals:
 - o Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Increase coordination and communication between cross-system case management providers to provide more integrated and coordinated care	Napa CoC, City of Napa	Napa County Mental Health Services OLE Health Disability Services and Legal Center (DSLCL) Self-Sufficiency Services with the Napa County of Health and Human Services
Expand availability of jail in-reach services	Napa CoC, City of Napa	Self-Sufficiency Services with the Napa County of Health and Human Services Gray Haven Napa County Mental Health Probation Napa PD

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
Foster stronger partnerships between homeless and housing services system partners and State Parole	Napa CoC	California Department of Corrections (CDCR)

Services, emphasizing collaboration with evidence-based modalities and a focus on housing first principles

Continue to develop and integrate relationships with re-entry service providers to provide job training, vocational training, and housing focused case management to those exiting

Napa CoC

Streets Team
Enterprises

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Increase coordination and communication between cross-system case management providers to provide more integrated and coordinated care	Napa CoC, City of Napa	Queen of the Valley Abode Mentis Fresh Start Progress Foundation Catholic Charities CARE Network OLE Health Kaiser
Continue coordinating hospital discharge services to ensure people exiting are connected to services and resources upon exit	Napa CoC, City of Napa	Queen of the Valley Abode Mentis Fresh Start Progress Foundation Catholic Charities CARE Network OLE Health Kaiser

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster Care	Provide housing opportunities for transitional age youth exiting the foster care system	Napa CoC	Progress Foundation VOICES Disability Services and Legal Center (DSLCL) Napa County Child welfare Services On the Move

Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

- The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act

- Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.
3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	NA	NA	\$0.00	\$0.00	NA
The No Place Like Home Program	State	Napa County DHHS, City of Napa	NA	\$0.00	\$0.00	NA
The Multifamily	State	NA	NA	\$0.00	\$0.00	NA

Housing Program						
The Housing for a Healthy California Program	State	NA	NA	\$0.00	\$0.00	NA
The Homeless Housing, Assistance, and Prevention Program	State	Napa County DHHS	Housing navigation support, housing tenancy support, shelter capacity increase, HMIS system support, Outreach and diversion support; this includes funding from rounds 2-4 through 2028).	\$1,461,146.30	\$0.00	Through 2028
Building Homes and Jobs Act	State	NA	NA	\$0.00	\$0.00	NA
The California Emergency Solutions Grants Program	Federal	Napa County DHHS	Rapid Re-housing rental assistance, Emergency Shelter operations.	\$161,900.00	\$61,900.00	FY 23-24, with opportunity to re-apply annually.
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	State	NA	NA	\$0.00	\$0.00	NA
HOME Investment Partnerships Act	State	NA	NA	\$0.00	\$0.00	NA
Parolee or probation programs that are intended to prevent homelessness upon release	State	NA	NA	\$0.00	\$0.00	NA
HUD Continuum of Care Program	Federal	Napa County DHHS	Permanent Supportive Housing rental assistance, Rapid Re-housing rental assistance, Supportive services, CoC planning activities, HMIS system support.	\$512,082.00	\$407,141.00	FY 24-25 with opportunity to re-apply annually.
Encampment Resolution	State	City of Napa	Funds are utilized to operate the North Napa Center, a non-	\$15,000,000.00		FY 23 through June 30,

congregate shelter that provides services for approximately 65 individuals at any one time. Services are prioritized for those camping on state Right of Ways and at Kennedy Park. Intensive case management services are geared towards preparing for and achieving permanent housing after a stay in the shelter.

2026

The Homeless Housing, Assistance, and Prevention Program	State	City of Napa	Street outreach services and homeless prevention diversion services to engage with individuals experiencing homelessness and provide resources to quickly end or prevent homelessness; TAY set aside services for case management support TAY individuals residing at a PSH site (Heritage House)	\$862,965.60		FY 23- through 30, 2026
Emergency Housing Voucher (EHVs)- via HUD	Federal	City of Napa Housing Authority	45 vouchers available	\$0.00	\$0.00	Indefinite
Season of Sharing	Local	Napa County DHHS	Emergency financial assistance for individuals and families who are at risk of homelessness. Approximately 80% of total funding is used for permanent housing-related expenses.	\$900,000.00	\$720,000.00	FY 23-24, with annual renewal.
Housing Choice Vouchers	Federal	City of Napa Housing Authority	75+ vouchers available	\$0.00		Indefinite

CalAIM Community Supports	State	Napa County DHHS	Housing Navigation case management services for individuals experiencing homelessness to obtain housing, and Housing Tenancy and Sustaining case management Services for individuals exiting homelessness to maintain housing.	\$850,000.00	\$10,000.00	FY24-25, fee for service model.
The California Emergency Solutions Grants Program	Federal	City of Napa	Street outreach services and homeless prevention diversion services to engage with individuals experiencing homelessness and provide resources to quickly end or prevent homelessness	\$200,000.00		FY 23-24, with opportunity to re-apply annually.
Housing and Homelessness Incentive Program (HHIP)	State	Napa County DHHS	Data and infrastructure improvements (PIT Count), service coordination, landlord incentives and risk mitigation.	\$1,494,423.30		FY 23, through 2028
CBTH, Community Based Transitional Housing Program	State	Napa County DHHS	Outreach services provided in and around the South Napa Shelter, to connect individuals to resources and ensure neighborhood cohesiveness.	\$660,843.70		FY 23, through 2028
PLHA	State	City of Napa	Street outreach services and homeless prevention diversion services to engage with individuals experiencing homelessness and provide resources to quickly end or prevent homelessness and JADU development.	\$713,588.26	\$567,645.60	FY 23 through June 30, 2026
PLHA	State	Napa County DHHS	Housing Tenancy and Sustaining case management Services for individuals exiting homelessness to maintain housing, and	\$140,000.00		FY 23 through 2028

ensure sustainability and stability.

Total \$ Available to prevent and end homelessness:	Total Prioritized for Permanent Housing Solutions:
\$22,956,949.16	\$1,766,686.60

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
 - o CalWORKs
 - o CalFresh
 - o Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
 - o In-home supportive services;
 - o Adult protective services;
 - o Child welfare;
 - o Child care; and
 - o Medi-Cal benefits through Managed Care Plans

Guidance:

*All of the above benefit programs **must** be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.*

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or**

enrollment in eligible benefit programs. This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action **supports client access and/or enrollment in the eligible benefit program.**

- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	Napa's Housing Support Program (HSP) provides ongoing case management, housing location assistance, and payment assistance for rental application fees, credit reports, moving expenses, rental payments, security deposits, and utility deposits. Program regulations expanded to allow spending on homeless prevention. Napa County SSSD staff sit on the board of the CoC.	Napa County Self Sufficiency Services	Abode Services, Catholic Charities, CARE Network
CalFresh	Napa County Self Sufficiency Services provides services onsite at the shelter and day center programs. Napa County SSSD Staff sit on the board of the CoC.	Napa County Self Sufficiency Services	Abode Services, Catholic Charities, CARE Network
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	Napa County Self Sufficiency Services provides housing navigation and case management support through the HDAP program, and work with the CES system to ensure individuals	Napa County Self Sufficiency Services	CARE Network, Abode Services, City of Napa Homeless Services

experiencing homelessness who may not be receiving SSI/SSDI but would be eligible to be connected to SOAR resources, among other benefits.

In-home supportive services

In-Hope Supportive Services jobs are available to Napa County community members, including those that were formerly experiencing homelessness. This is a benefit for both the individual receiving services, as well as an employment opportunity/income for the care-taker. Napa County CSOA staff sit on the Board of the CoC.

Napa County Comprehensive Services for Older Adults

Providence St. Joe (formerly Collabria), CARE Network

Adult protective services

Home Safe offers a range of strategies to prevent homelessness and support ongoing housing stability for APS clients, including housing-related intensive case management, short-term housing related financial assistance, deep cleaning to maintain safe housing, eviction prevention, landlord mediation, and more. Napa County CSOA staff sit on the Board of the CoC.

Napa County Comprehensive Services for Older Adults; Napa county Adult Protective Services

Providence St. Joe (formerly Collabria), CARE Network

Child welfare

Bringing Families Home Napa County HHSA, Child Welfare Services. HHSA administers this program, with collaboration from SSSD and Child Welfare Services. Provides housing-related case management and

Napa County Child Welfare; City of Napa Housing Authority

Abode Services, Napa County Self Sufficiency Services, CARE Network, Catholic Charities, City of Napa

financial assistance.

The Family Unification Program (FUP) is a special set-aside of Section 8 Housing Choice Vouchers designated specifically to assist families who are separated or are facing separation due to lack of adequate housing and youth transitioning out of foster care. The program involves cooperation between the Housing Authority of the City of Napa and the Health & Human Services Department.

Child care	The CalWORKS program provides child care resources for active CalWORKS families. This is coordinated through the local Community Resources for Children, and typically lasts for a year if not more, depending on family need. Headstart provides programs for low/no income families.	Napa County SSSD	Community Resources for Children, ChildStart
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Medi-Cal benefits through Managed Care Plans

Managed Care Plans, such as Kaiser or Partnership Health Plan of California, work with Counties to ensure clients remain medi-cal active. PHC contracts with Napa County to provide Community Supports and Enhanced Care Management through the CalAIM initiative. Napa County SSSD provides assistance to Napa County residents to

Partnership Health Plan; Kaiser

Napa County Dept. of Housing & Homeless Services, Abode Services, CARE Network, Napa County Self Sufficiency Services, Ole Health,

ensure they are eligible
and receiving medi-cal
benefits.

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

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

Memorandum of Understanding (MOU)

A-230160B City of Napa JPA - Homeless Services (1).pdf

Supporting Documentation (Optional)

Homeless Services City-County Flow.pdf

2022 Napa Strategic Plan to Address Homelessness FINAL.pdf

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

1/4/2024

2/1/2024

3/7/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders

Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process

People with lived experience of homelessness	Invitations for each of the focus groups and CoC feedback sessions were advertised through a combination of direct and/or targeted outreach to individuals and groups, the CoC listserv, verbally and publicly at monthly CoC meetings, through the CoC board members who were provided template emails to distribute to their staff/colleagues, through the networks of members of the newly formed racial equity committee of the CoC via email invitations, and through CoC members who are actively in the process of establishing a CoC lived experience advisory board (LEAB) in Napa. People with lived experience of homelessness were generally invited through each of these methods, with a note that there was a specific focus group set for people with lived experience. Outreach for that focus group was facilitated by the members of the CoC working towards the creation of the LEAB, sending invitations out through their networks and to others who would potentially be interested in being involved with a LEAB. Invitations went through CoC board member networks to solicit feedback as well, and in addition, service providers who were told to encourage current and former clients to provide feedback through the various venues. In Napa, the CoC board includes representation from law enforcement, County departments like Behavioral Health, Education, and Self-Sufficiency, Napa's Commission on Aging, a clinician with street medicine, local hospital, homeless service providers, people with lived experience, the local housing authority, a fair housing provider, VSP, and more.
Youth with lived experience of homelessness	In addition to the methods that people with lived experience were encouraged to attend and engage generally that are listed above, invitations and information for the focus groups/feedback were also extended to and through the local youth service provider in Napa, VOICES.
Persons of populations overrepresented in homelessness	In addition to all the general ways the various feedback sessions and focus groups were advertised above, people coming from populations overrepresented in the homelessness system also were encouraged to attend and provide feedback through a combination of targeted asks and through

the creation of a specific session dedicated to overrepresented populations. The information for all the feedback sessions was sent through the networks of all the CoC racial equity committee members, and special invitations/targeted outreach was done to groups who are known to work with groups that are overrepresented in the homeless population but may not be as involved with the CoC, like Puertas Abiertas and Napa's LGBTQ Connection. In Napa, the CoC board also contains representation from many who work with/serve or are a part of populations overrepresented in homelessness themselves. This includes The Commission on Aging and NEWS (victim service provider) who then passed on the information about the feedback sessions through their agencies and respective meetings and newsletters.

Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders

In Napa, the CoC board itself has representation for a majority of these areas, and they regularly attend meetings and participate in CoC activities generally. This includes representation from health care, behavioral health, justice, and education. At the feedback sessions, these board members provided feedback, as well as others from their respective departments and sectors primarily through the general CoC feedback session and the targeted session for those from adjacent systems. For child welfare, members of the department regularly participate in CoC activities and are on the CoC listserv where notifications were sent out about the focus groups. They were especially encouraged to attend the feedback session for adjacent systems through email and in CoC announcements.

Homeless service and housing providers operating within the region

In addition to the general ways organizations and individuals were invited to the focus groups and feedback sessions (CoC meeting announcements, board member networks, CoC listserv, etc) homeless service and housing providers were specifically invited to the feedback session for service providers. This included targeted email invitations to known service providers in the community, as well as announcements through the CoC listserv and CoC meetings, which they are a part of and participate in. In addition, CoC board members who work at homeless service and housing agencies were provided template emails and asked to invite their staff to the feedback session specifically for service providers.

Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the

Medi-cal Managed Care Plan providers were notified through the CoC listserv advertisements

region

and announcements during CoC meetings, which they frequently attend. Those involved with managed care plans were especially encouraged to attend the feedback session with system adjacent providers.

Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness

In Napa, street medicine providers and those serving people experiencing homelessness directly are represented on the CoC board itself and regularly attend monthly CoC meetings, where announcements were communicated. In addition, CoC board members and other service provider leadership were provided template emails and advertisements to forward to their staff about the feedback session for service providers and adjacent systems, and the feedback session for those with lived experience and representing overrepresented groups.

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.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these

resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

Administrative costs may not exceed 7% of all monies received.

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in Napa City & County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

City of Napa

Funding Plan - City of Napa

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing				
Prevention and Shelter Diversion	\$291,050.00		The City of Napa is launching a Prevention Pilot Program and a	To prevent individuals from entering the homelessness

<p>Delivery of Permanent Housing and Innovative Housing Solutions</p>	<p>\$72,762.32 \$72,762.32</p>	<p>diversion program. The Prevention program will work with service providers to accept referrals for those at imminent risk of homelessness due to being significantly rent burden and/or facing eviction. This program will provide shallow rent subsidies for up to 48 months to stabilize a household and prevent homelessness and the inflow into our system. The Diversion program will provide the funds needed to assist those experiencing homelessness with a rapid exit by reuniting with family and friends, or removing barriers to housing. These programs are launching in August 2024 and will start with HHAP 3 and 4 funds and eventually flow into HHAP 5 funds.</p>	<p>system. This activity will assist with decreasing the number of individuals that access the system (SPM 1), decrease the number of people accessing services who are experiencing homelessness for the first time (SPM 2), increase the number of people exiting homelessness into permanent housing (SPM 3), decrease the average length of time that people experience homelessness (SPM 4).</p>
<p>Operating Subsidies- Permanent Housing</p>	<p>\$72,762.32 \$72,762.32</p>	<p>In 2023, the City of Napa in partnership with Burbank Housing and the County of Napa opened Valley Lodge, the CoC's first complete PSH</p>	<p>Deepen coordination and availability of services that offer more intensives case management and mobile</p>

<p>Operating Subsidies-Interim Sheltering</p>		<p>Improvements to Existing Emergency Shelter</p>	<p>Street Outreach \$312,877.16</p>	<p>housing complex. 14 of the 54 units are set aside for transitional aged youth that have exited homelessness. These funds will support a contract that provides ongoing case management and tenancy care services to those youth referred to these housing units.</p>	<p>advocacy with a focus on connections to permanent housing and stability</p> <ol style="list-style-type: none"> 1. Provide robust in-field and in-home enhanced case management services with the ability to make referrals to benefits and other resources 2. Provide follow-up case management that ensures household stability before, during, and after application of rental subsidy 3. Strengthen ability to make cross-system referrals (SPM 1)
<p>Street Outreach</p>	<p>\$312,877.16</p>	<p>The City of Napa contracts with Abode Services to provide Street outreach services to those clients living in encampments or otherwise unsheltered. The Street Outreach team is responsible</p>	<p>To increase the number of individuals that exit the homeless response system to permanent housing, and ensure sustainability to</p>		

for connecting clients to shelter and diversion and may serve as housing navigators to transition clients from unsheltered homelessness to permanent housing. The Street Outreach team meets clients where they are at-- encampments, public spaces, etc. They may provide transportation, case management and document readiness support.

decrease the likelihood of an exit back to homelessness. This activity will assist with decreasing the number of individuals that access the system (SPM 1/1b), increase the number of people exiting homelessness into permanent housing (SPM 3), decrease the average length of time that people experience homelessness (SPM 4), increase the number of people with successful placements from Street Outreach projects (SPM 6).

Services
Coordination

Systems Support

HMIS

Administrative Costs \$50,933.61

Total HHAP-5 Dollars Budgeted:	Total HHAP-5 Youth Set-Aside Dollars Budgeted:
\$727,623.09	\$72,762.32

Youth Set-Aside Minimum
\$72,762.31

HMIS Maximum

\$7,276.23

Administrative Maximum

\$50,933.62

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 2

Which Administrative Entity is submitting the below budget?

Napa County

Funding Plan - Napa County

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$200,000.00	\$34,904.50	Rapid Re-housing rental assistance subsidy for individuals experiencing homelessness to quickly obtain housing. This accounts for approximately \$50,000 in RRH rental assistance annually.	To increase the number of individuals that exit the homeless response system to permanent housing, and ensure sustainability to decrease the likelihood of an exit back to homelessness. This activity will assist with decreasing the number of people accessing services (SPM 1a/1b), increase the number of people exiting homelessness into permanent

housing (SPM 3), decrease the average length of time that people experienced homelessness while accessing services (SPM 4), decrease the percent of people who return to homelessness within 6 months of exiting the system (SPM 5), increase the number of people with successful placements from street outreach programs (SPM 6).

Prevention and Shelter Diversion

Delivery of Permanent Housing and Innovative Housing Solutions

\$369,223.60 \$34,904.50

Housing Navigation and Housing Stabilization case management services to assist individuals experiencing homelessness with obtaining and maintaining housing.

To increase access to support services for individuals experiencing homelessness with services tailored to the needs of specific populations for individuals to locate permanent housing and reduce the likelihood of returns to homelessness by increasing access to tenancy care

support to ensure housing stabilization and self-sufficiency. This activity will benefit every SPM, but specifically decrease the number of individuals accessing the system (SPM1a/1b), increase the number of individuals that exit to permanent housing and decrease the percent of people who return to homelessness within 6 months of existing the system to permanent housing.

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

Interim Sheltering

Improvements to Existing Emergency Shelter

Street Outreach

Services Coordination

Systems Support	\$80,000.00	Housing support services through	To decrease the likelihood of
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Fair Housing Napa Valley, to assist individuals experiencing homelessness, or individuals at-risk of homelessness with understanding the rights and responsibilities as tenants in California. Fair Housing Napa Valley also provides assistance to landlords. This accounts for \$20,000 annually.

landlord and tenant disputes that may result in exits from permanent housing back to homelessness. This activity, though maybe not directly tied to a decrease individuals accessing the system or exiting to permanent housing, will assist with decreasing the number of people accessing services who are experiencing homelessness for the first time (SPM 2) and decrease the percent of people who return to homelessness within 6 months of exiting the homelessness response system.

HMIS

Administrative Costs \$48,866.29

Total HHAP-5 Dollars Budgeted: \$698,089.89 **Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$104,713.50**

Youth Set-Aside Minimum
\$69,808.99

HMIS Maximum

\$6,980.90

Administrative Maximum

\$48,866.29

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

Molly Rattigan

Certification Molly Rattigan

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Molly Rattigan

Phone

(707) 258-7858

Email

mrattigan@cityofnapa.org

Participating Eligible Applicant 2

Participating Eligible Applicant

Jennifer Palmer

Certification Jennifer Palmer

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Jennifer Palmer

Phone

(707) 299-1975

Email

jennifer.palmer@countyofnapa.org

COOPERATIVE JOINT POWERS HOMELESS SERVICES AGREEMENT

Between the County of Napa and the City of Napa

County of Napa Contract Number

City of Napa Contract Number

23-0160B

C2022-209

This Cooperative Joint Powers Homeless Services Agreement (this “Agreement”) between the City of Napa, a California charter city (“City”) and the County of Napa, a political subdivision of the State of California (“County”), for the administration and operation of cooperative homeless outreach and housing systems is made and entered into under the joint exercise of powers provisions of the Government Code of the State of California, California Government Code Section 6500-6536, as of this 1st day of July 2022 (“Effective Date”). City and County are public entities organized and operating under the laws of the State of California and each is a public agency as defined in California Government Code Section 6500. City and County may be referred to collectively as “the Parties.”

RECITALS

- A. Historically, City and County have partnered with each other to address the needs of individuals and families experiencing homelessness within Napa County. City has funded police department intervention activities (formerly called outreach activities) as well as 50% of year-round shelter operation costs for individuals and families experiencing homelessness. County has funded specialty mental health services for people with a serious mental illness, alcohol and drug recovery services for vulnerable individuals and families, as well as 50% of year-round shelter operation costs and 100% of temporary, pandemic-response and seasonal shelter operation costs.
- B. In 2016, City and County expanded their efforts to address the community’s homelessness and supportive housing crisis. These efforts have led to joint initiatives to gather stakeholder feedback, the completion of a comprehensive homeless systems analysis, and the development of data-driven recommendations for new, innovative change strategies for the City and County’s homeless housing and services system. The Parties agree that ensuring the experience of homelessness in Napa is rare, brief and non-recurring is a priority that cannot be achieved without full participation by both jurisdictions, as well as other key stakeholders.
- C. In 2017, County was awarded Whole Person Care Pilot Program funds which provided funding for certain outreach services, housing navigation, and tenancy care for Medic-Cal beneficiaries who were experiencing or at-risk of experiencing homelessness. The Whole Person Care Pilot Program concluded on December 31, 2021.
- E. The Parties intend that, beyond the funding provisions set forth in this Agreement, they shall continue their historical funding of programs and initiatives that have been pursued by each respective Party. County intends to continue its funding of specialty mental health services for people with a serious mental health illness, and alcohol and drug recovery services for vulnerable individuals and families, as well as both one-time and recurrent funding of various consultants to provide support for the initiatives and homeless support and placement systems described in this Agreement. City intends to fund outreach and diversion programs and continue its funding of homeless intervention initiatives and homeless encampment clean up.

- F. The Parties wish to continue their historical partnership to jointly lead efforts to reduce or eliminate homelessness to the greatest extent possible, and to act as partners in developing and implementing homeless system policy changes and efforts to transform and restructure the management of outreach, intake, facilities and placements of homeless individuals and families within Napa County. The Parties agree on the following priorities:
1. Diversion
 2. Street Outreach
 3. Housing Navigation
 4. Shelter Operations
 5. Tenancy Care
- G. The Parties wish to rescind and replace the Cooperative Joint Powers Homeless Services Agreement (County of Napa Contract Number 180225B, City of Napa Contract Number C2018 023) with this Agreement in order to set forth necessary cooperative procedures and protocols for the administration and operation of cooperative homeless outreach and housing systems, to set forth the respective obligations and payment responsibilities of the Parties, to provide for a reimbursement of costs from City to County for a portion of the cost of services already contracted for by the County, and to provide for mutual cooperation in the administration and implementation of cooperative efforts to address homelessness within the City and County.

NOW, THEREFORE, in consideration of the mutual covenants and conditions identified herein, the parties hereby agree as follows:

1) DEFINITIONS.

For purposes of this Agreement, the following capitalized terms shall have the meanings ascribed to them in this Section:

“Agreement” means this Cooperative Joint Powers Homeless Services Agreement.

“City” means the City of Napa, a California charter city. “Continuum of Care” or “CoC” means the system developed by the United States Department of Housing and Urban Development that is intended to promote communitywide commitment to the goal of ending homelessness by providing funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness, promoting access to and effective utilization of mainstream programs by homeless individuals and families, and optimizing self-sufficiency among individuals and families experiencing homelessness.

“Coordinated Entry System” means the process and system to connect homeless individuals and families with the most appropriate housing and services resources as recommended by the U.S. Department of Housing and Urban Development and utilizing standardized assessment tools and processes, participation by all regional stakeholders and coordination amongst relevant agencies and organizations, which the Parties shall utilize as the primary referral mechanism.

“County” means the County of Napa, California, a political subdivision of the State of California.

“Effective Date” means the date identified in the first paragraph of this Agreement, which represents the date that this Agreement was fully executed by the required signatories of each Party.

“Fiscal Year” means the period of 12 consecutive months that commences on July 1st and ends on June 30th.

“HACN” means the Housing Authority of the City of Napa.

“Homelessness Management Information System” or “HMIS” means the database used to confidentially aggregate data on homeless populations served by the Parties, used to record and store client-level information on the characteristics and service needs of homeless individuals and families.

“HUD” means the United States Department of Housing and Urban Development.

“Initial Term” means the period from the Effective Date until June 30, 2025.

“Intervention and Enforcement” means the mobile field services designed to connect clients to services but also have a role in enforcing municipal codes, local ordinances, and other state and federal laws.

“Renewal Term” means each successive period of one (1) year that this Agreement is automatically renewed pursuant to the provisions of Section 5 of this Agreement.

“Shared Shelter Operations” means the annual management, maintenance, and operation of the Shelter System.

“Shelter System” means the Year-Round Emergency Shelter and Homeless Crisis Response System, the system of shelter facilities (including the Day Center, the South Napa Shelter, and Rainbow House) and associated cooperative crisis response protocols that shall be used to provide homeless individuals and families with shelter and beds and crisis response. Shelter System does not include the Winter Shelter Operations.

“Street Outreach and Engagement Services” means the mobile field services designed to engage clients with case management and connect to shelter, housing, and other case management services. While there are many organizations that might provide outreach and engagement activities, for the purposes of this Agreement, this definition is intended to refer to services that focus on client advocacy without policy or legal enforcement.

“Term” means the Initial Term and, if applicable, any Renewal Term.

“Winter Shelter Operations” means the management, maintenance and operation of temporary homelessness shelters and appurtenant facilities for the Winter months from November through March.

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2) COUNTY OBLIGATIONS. County shall be responsible for the following:

- a) Seeking out new and renewal funding opportunities that align with the priorities described in this Agreement. Examples of appropriate funding resources include but are not limited to: Federal Funding via HUD Continuum of Care, State Funding available through HCD (California Emergency Solutions Grants, CDBG-CV, etc.), CalICH (HHAP, HHIP, etc), Medi-Cal Waiver funding for housing and sheltering services, and other appropriate Federal, State and local sources as they become available.
- b) Using existing or new funds to provide case management and housing-based support services.
- c) Contracting or hiring staff to run all shelter operations, housing navigation and other case management services, housing placement and related rental assistance, and tenancy care services. County will assume responsibility for the management, monitoring and other activities related to the oversight of these contracts and services. County shall assign a County staff person to be the primary point of contact for these contracts.
- d) Contracting with consultants for one-time and on-going support for CoC Administrative Entity responsibilities, for as long as the County remains the designated CoC Administrative Entity, including development of the annual HUD Continuum of Care Notice of Funding Availability (NOFA) process and development of the Emergency Solutions Grant application process. Additional areas of technical assistance support under contract may include support with various aspects of CoC Administration, such as development and refinement of Governance Policies and Procedures;
- e) Providing staffing for oversight, implementation, and operation of the Coordinated Entry System.
- f) Participating actively with City and other community partners to create an ongoing housing inventory.
- g) Attending regular meetings with the City, consultants, and other stakeholder groups, as needed.
- h) Reviewing outcomes and other reports created by consultants or service providers.
- i) Requiring participation in HMIS by all County contractors that serve homeless households.

3) CITY OBLIGATIONS. City shall be responsible for the following:

- a) Seeking out new and renewal funding opportunities that align with the priorities described in this Agreement. Examples of appropriate funding resources include but are not limited to: Federal Funding via HUD Continuum of Care, State Funding available through HCD (California Emergency Solutions Grants, CDBG-CV, etc.),

CalICH (HHAP, HHIP, etc)), Medi-Cal Waiver funding for outreach, encampment resolution and prevention and diversion services, Emergency Rental as well as Section 8 housing vouchers and other appropriate Federal, State and local sources as they become available. and.

- b) Assigning a City staff person to be the main point of contact for all homeless services programs and needs.
- c) Participating in the Continuum of Care.
- d) Leading efforts on homeless encampment clean-ups on properties owned by the City of Napa.
- e) Leading efforts to communicate with property owners in the City of Napa where homeless encampment clean-ups may be necessary.
- f) Leading efforts to provide low level interventions and enforcement to assist law enforcement and fire agencies with individuals experiencing unsheltered homelessness. The primary goal of intervention and enforcement is to connect clients with the outreach team or other case management services.
- g) Contracting or hiring staff to run all street outreach and engagement services to connect clients to CalAIM, shelter, all housing, and other case management services. City will assume responsibility for the management, monitoring and other activities related to the oversight of these contracts and services. City shall assign a City staff person to be the primary point of contact for this contract.
- h) Contracting for or hiring staff to run a Diversion Program to provide rapid resolution to prevent or exit homelessness. City will assume responsibility for the management, monitoring and other activities related to the oversight of these contracts and services. City shall assign a City staff person to be the primary point of contact for this contract.
- i) City will transfer all open and existing clients being provided housing navigation or housing tenancy care to County and/or its subcontractors by July 31, 2022, unless HACN or City has a direct contract for services (i.e. Diversion, Section 8 Vouchers, Shelter Plus Care, Tenant Based Rental Assistance).
- j) Participating actively with the County and other community partners to create permanent supportive housing inventory.
- k) Attending regular meetings with the County, consultants, Shelter System Operator, and housing services providers as needed.
- l) Reviewing outcomes and other reports created by consultants, contractors, and County.
- m) Requiring participation in HMIS by all City staff and contractors that serve homeless households. All encounters should be entered within 72 hours.
- n) Collaborating with HACN with the goal of:
 - 1. Identifying potential special purpose vouchers or set-asides of Housing Choice Vouchers for homeless referrals from the CES system.

2. Identifying potential funding opportunities for the homeless system which may include funding for permanent supportive housing, rapid rehousing, and housing-based support services.
3. Including unit designated for homeless referred by the CEST system as part of project-based vouchers (PBVs) in rental projects.
4. Continuing HACN participation in the Continuum of Care
5. Participating in meetings with the County and City on housing and homeless systems efforts, as requested.
6. Seeking to collaborate to remove unnecessary barriers for homeless to participate in the Housing Choice Voucher program.

4) APPORTIONMENT OF COSTS FOR PROVISION OF HOMELESSNESS SERVICES.

- a) County shall pay for the full cost of Winter Shelter Operations.
- b) City shall pay County an amount not to exceed \$765,000 in Fiscal Year 2022-2023 as reimbursement for 50% of costs of Shared Shelter Operations not otherwise covered by a grant or assigned funding source. Each Fiscal Year thereafter during the Term, the City shall pay County 50% of costs of Shared Shelter Operations in an amount not to exceed \$765,000 per Fiscal Year, unless the Parties otherwise agree in writing, in which case the City shall pay the agreed upon amount. City shall make payments in accordance with Section 6.
- c) City and County agree to work cooperatively on a fiscal year basis to establish the annual budget for Shared Shelter Operations that shall be shared equally, absent other funding sources. By no later than April 1, 2023 and each April 1st thereafter during the Term, City and County shall agree in writing on a proposed budget for Shared Shelter Operations to be provided to the contracted Shelter Operator for the following Fiscal Year.
- d) By separate agreements, the City and County may enter cost sharing or grant fund sharing arrangements to support the priorities of this Agreement and the homeless services system.

5) TERM. The Initial Term of this Agreement shall be from the Effective Date until June 30, 2025, unless earlier terminated in accordance with Section 7. At the end of the Initial Term, this Agreement shall automatically renew each Fiscal Year (July 1- June 30) unless otherwise terminated in accordance with Section 7. The obligations of the Parties under Paragraph 9 (Insurance) and Paragraph 10 (Indemnification) shall survive the expiration or earlier termination of this Agreement in relation to acts or omissions occurring prior to such expiration or earlier termination.

6) METHOD OF PAYMENT. County shall invoice City quarterly during the Initial Term and any Renewal Terms of this Agreement. Such payments will be made by City within 30 days after receipt of any invoice from the County.

7) TERMINATION OF AGREEMENT. This Agreement may be terminated as follows: 1) without cause by either party after providing not less than six (6) months written notice of the terminating party's intent to terminate to the other party, with the termination to be effective as of

the beginning of the following Fiscal Year; or 2) for cause, if either party shall fail to fulfill in a timely and proper manner that party's obligations under this Agreement or otherwise breach this Agreement and fail to cure such failure or breach within ten (10) days of receipt of written notice from the non-defaulting party describing the nature of the breach.

8) NOTICES. All notices required or authorized by this Agreement shall be in writing and shall be delivered in person or by deposit in the United States mail, by certified mail, postage prepaid, return receipt requested. Any mailed notice, demand, request, consent, approval or communication that either party desires to give to the other party shall be addressed to the other party at the address set forth below. Any notice sent by mail in the manner prescribed by this paragraph shall be deemed to have been received on the date noted on the return receipt or five days following the date of deposit, whichever is earlier.

COUNTY County Executive Officer 1195 Third Street, Suite 310 Napa, CA 94559	CITY City Manager P.O. Box 660 Napa, CA 94559
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9) INSURANCE. City and County shall each maintain in full force and effect throughout the Term of this Agreement and thereafter as to matters occurring during the term of this Agreement the following insurance coverage:

a) Workers' Compensation Insurance. City and County shall each provide, to the extent required by law, workers' compensation insurance in the performance of all duties under this Agreement.

b) General Liability Insurance. Any services performed by the Parties under this Agreement shall be covered by general liability coverage and the Parties shall maintain adequate liability coverage during the term of this Agreement. County acknowledges that City maintains a self-insured retention of \$150,000 which amount is subject to change at any time by action of the City of Napa City Council.

10) INDEMNIFICATION.

To the fullest extent permitted by law, County shall indemnify, defend and hold City and its elected and appointed officials, officers, employees and agents harmless from any and all loss, claims or liability asserted against or incurred by City by reason of any act or omission of County or any employees of County during the term of this Agreement. To the fullest extent permitted by law, City shall indemnify, defend and hold County and its elected and appointed officials, officers, employees and agents harmless from all loss, damage, claims or liability asserted against or incurred by County by reason of any act or omission of City or any employee of City during the term of this Agreement.

///

11) INDEPENDENT ENTITIES

Although this Agreement is a Joint Powers Agreement as authorized by California Government Code 6500 *et seq*, City and County are independent entities, and City and County and the respective officers, agents and employees of City and County are not, and shall not be deemed, employees of the other agency for any purpose, including but not limited to worker's compensation and employee benefits.

12) PRIVILEGES, IMMUNITIES AND OTHER BENEFITS

In accordance with California Government Code section 6513, all of the privileges and immunities from liability, all exemptions from laws, ordinances and rules, and all pension, relief, disability, workmen's compensation, and other benefits which apply to the activity of the trustees, officers, employees or agents of the Parties when performing their functions within the territorial limits of their respective public agencies, shall apply to them to the same degree and extent while engaged in the performance of any of their functions and duties associated with performance of this Agreement.

13) THIRD PARTY BENEFICIARIES. Nothing contained in this Agreement shall be construed to create and the parties do not intend to create any rights in third parties.

14) GENERAL PROVISIONS.

a) Headings. The heading titles for each paragraph of this Agreement are included only as a guide to the contents and are not to be considered as controlling, enlarging, or restricting the interpretation of the Agreement.

b) Severability. If any term of this Agreement (including any phrase, provision, covenant, or condition) is held by a court of competent jurisdiction to be invalid or unenforceable, this Agreement shall be construed as not containing that term, and the remainder of this Agreement shall remain in full force and effect; provided, however, this paragraph shall not be applied to the extent that it would result in a frustration of the parties' intent under this Agreement.

c) Governing Law, Jurisdiction, and Venue. The interpretation, validity, and enforcement of this Agreement shall be governed and interpreted in accordance with the laws of the State of California. Any suit, claim, or legal proceeding of any kind related to this Agreement shall be filed and heard in a court of competent jurisdiction in the County of Napa.

d) Attorney's Fees. In the event any legal action is commenced to enforce or interpret this Agreement, the prevailing party is entitled to reasonable attorney's fees, costs, and expenses incurred, whether or not such action proceeds to judgment.

e) Assignment and Delegation. This Agreement, and any portion thereof, shall not be assigned or transferred, nor shall any of the duties be delegated without the written consent of the other party to this Agreement. Any attempt to assign or delegate this Agreement without the written consent of the other party shall be void and of no force or effect. A consent to one assignment shall not be deemed to be a consent to any subsequent assignment.

f) Modifications. This Agreement may not be modified orally or in any manner other than by an agreement in writing signed by both Parties.

g) Waivers. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver or a waiver of a subsequent breach of the same or any other provision of this Agreement.

h) Entire Agreement. This Agreement, including all documents incorporated herein by reference, comprises the entire integrated understanding between the parties concerning the services described herein. This Agreement supersedes all prior negotiations, agreements, and understandings regarding this matter, whether written or oral, including the Cooperative Joint Powers Homeless Services Agreement dated October 1, 2017 (County of Napa Contract Number 180225B, City of Napa Contract Number C2018 023). The documents incorporated by reference into this Agreement are complementary; what is called for in one is binding as if called for in all.

(i) Signatures. The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity, and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the City and the County.

[signatures on following page.]

APPROVED
NAPA COUNTY BOARD OF SUPERVISORS
CLERK OF THE BOARD
BY: _____

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed on the Effective Date.

CITY OF NAPA:



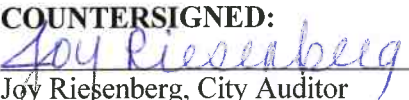
Steve Potter, City Manager

ATTEST:



Tiffany Carranza, City Clerk

COUNTERSIGNED:



Joy Riesenber, City Auditor

APPROVED AS TO FORM:

 *for* _____
Michael W. Barrett, City Attorney


Sabrina S. Wolfson, Deputy City Attorney

NAPA COUNTY:

By 

RYAN GREGORY, Chair of the Board of Supervisors

ATTEST:



Neha Hoskins, Clerk of the Board of Supervisors

APPROVED AS TO FORM:

S. Darbinian
Silva Darbinian, Deputy, County Counsel's Office

APPROVED September 13, 2022

NAPA COUNTY BOARD OF SUPERVISORS

CLERK OF THE BOARD

BY: U. Garcia, Deputy

STRATEGIC PLAN TO ADDRESS HOMELESSNESS

NAPA CITY-COUNTY CONTINUUM OF CARE



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INTRODUCTION

Homelessness is a crisis that impacts an entire community. It is an issue that is both highly visible when people are unsheltered in our public spaces, and often hidden for vulnerable groups like families, youth, seniors, and people experiencing or with a history of domestic violence. The Napa community has worked collaboratively and implemented innovative solutions to connect those in need to housing and the supports needed to obtain and maintain it, but there is still much work to be done to ensure homelessness is rare, brief, and non-recurring. Addressing homelessness will require a united front and a focus on proven, evidence-based solutions, considering both short-term and long-term effects.

The Napa Continuum of Care and staff from the City and County of Napa initiated this 2022 Strategic Plan to Address Homelessness. The plan aims to provide the homeless system of care and the greater Napa community with a shared context of how people are experiencing homelessness, detail strengths and gaps in the existing system of care, and recommend goals and strategies to guide improvement efforts at the program, City, County, and community levels. It is meant to address the needs of the entire geography of Napa County, including all cities, incorporated areas, and unincorporated areas, and provide guidance for all stakeholders in the community. It represents input across all sectors and areas within the Napa community, including service providers, business leaders, City and County staff, and people with experiences of homelessness.

Why a Strategic Plan?

Strategic planning is an important process that builds consensus on goals, facilitates group prioritization of key actions, fosters creative and collaborative problem-solving, and provides a platform to consider resource needs and opportunities. Strategic plans are central to qualifying for the funding that sustains large portions of the homeless response system operating throughout Napa. Having an intentional, collective plan for responding to homelessness will better position the entire Napa community and those with a stake in addressing homelessness to pursue funding and other resources to build system capacity to better respond to our current crisis.

This strategic plan will:

- Lay out a research-informed overview of the current landscape of homelessness, and detail demographics and trends
- Describe the system of care, its programs, funding, governing bodies, and provide an analysis of gaps in the system
- Recommend goals and strategies, informed by community leaders and local data, to address identified gaps and guide system improvement

FIVE GOALS TO ADDRESS HOMELESSNESS:

The following goals represent communitywide feedback on how to reach the larger community goal of making homelessness for individuals and families in Napa County rare, brief, and nonrecurring. They are intended to guide the Napa Continuum of Care's (CoC) planning efforts to work towards a mutual shared interest and represent set of recommendations that will have to be adapted to address a dynamic and complex issue. Achieving these goals will require funding and cross-system alignment.

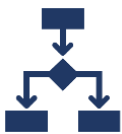
Through an extensive community feedback process, the community has identified the following key goals meant to anchor community planning efforts:



Expand access to permanent housing, including permanent supportive housing, rapid rehousing, and other housing opportunities, for people experiencing or at risk of homelessness



Prevent households from becoming homeless for the first time, and rapidly rehouse newly homeless households



Expand access to and quality of services for people experiencing homelessness in Napa County



Build upon cross-system partnerships and collaborations to target and serve all people experiencing homelessness in Napa County



Ensure that Diversity, Equity, Inclusion, and Belonging are core considerations in program development and that all members of the community have equitable access to care

METHODOLOGY

Napa¹ began the 2022 strategic planning process by establishing a steering committee of homeless system leaders to guide the planning process. To collect robust data and feedback from the community for this strategic plan, Napa County retained Homebase, a California nonprofit organization with more than 30 years assisting communities in implementing best practices to address homelessness, to assist with feedback collection, data analysis, and plan drafting. To collect meaningful data and feedback, Homebase engaged in a multipart engagement and information collection process.

Community Research

The homeless system of care overlaps with a number of other systems, including medical, behavioral health, housing, and social and economic systems, each of which conduct data analysis and prepare reports. Homebase performed a review of those existing reports, data, and research about the Napa region and the health and economic well-being of the community, including homelessness and the system of care.

Reports and Community Information Reviewed:

- Adventist Health St. Helena & Vallejo 2019 Community Health Needs Assessment
- *Napa County Mental Health Services Act Three Year Plan for FY 20-21 to FY 22-23.*
- 2021 Continuum of Care Collaborative Application
- City of Napa Community Development Department, City of Napa Annual Plan 2021-2022
- City of Napa 2020-2025 Consolidated Plan
- Napa Continuum of Care, “Update of the Napa Plan to End Homelessness,” October 2018.
- California Housing Partnership, Napa County 2021 Affordable Housing Needs Report

Data Collected and Analyzed:

- Point-In-Time (PIT) data
- Housing Element Annual Performance Reports (APRs)
- Housing Inventory Count (HIC) data
- Homeless Management Information System (HMIS) data
 - Includes Longitudinal Systems Analysis (LSA), System Performance Measures (SPM), and Stella data
- Coordinated Entry System data
- State of California’s Homeless Data Information System
- Census American Community Survey data
- US Bureau of Labor Statics Consumer Price Index data
- Regional Housing Needs Allocation (RHNA) and HCD Annual Progress Report data

Community Feedback Collection

In addition to analyzing existing data and reports, Homebase facilitated surveys, focus groups, and interviews to solicit feedback from people experiencing homelessness, local government and nonprofit leaders, homeless service providers, and community members. The feedback collected included:

¹ This plan will refer to the Napa community and community partners who engaged in this planning process or who are partners in the system of care collectively as “Napa”; and refer to specific Napa partners by City of Napa, Napa County, and Napa CoC.



347 Survey Responses



13 Individual and Group Interviews

- **347 responses from community members** who completed the strategic plan community survey (available in English, Spanish, hard copy and online);
- **One focus group for people currently experiencing homelessness** who have engaged with local homeless outreach, emergency shelter, and/or transitional housing programs;
- **One focus group for people with lived experience of homelessness** residing in permanent supportive housing and rapid rehousing programs;
- **Two focus groups for providers and community partners** serving people experiencing homelessness; and
- **Nine individual and group interviews** with key stakeholders and community leaders.

We are grateful for all the people, agencies, organizations, and community who provided feedback through surveys and focus groups. We are also grateful for the leadership and staff at following organizations, who provided diverse input, feedback, and ideas through our feedback processes and steering committee participation:

- Abode Services
- Bay Area Legal Aid
- Buckelew Programs
- Burbank Housing
- CARE Network/ Queen of the Valley Medical Center
- Catholic Charities
- City of Napa
- Commission on Aging
- Community Health Initiative Napa County
- Cope Family Center
- County of Napa Probation Department
- County of Napa, Housing and Homeless Services
- Fair Housing Napa Valley
- First 5 Napa
- Housing Authority of the City of Napa
- LGBTQ Connection
- Mentis
- Napa Commission on Aging
- Napa County Adult Protective Services
- Napa County Drug and Alcohol Services
- Napa County Mental Health
- Napa County Office of Education
- Napa County Self Sufficiency Programs
- Napa Police Department
- Napa Valley College
- Napa Valley Community Housing
- Nation’s Finest
- NEWS
- OLE Health
- Progress Foundation
- Puertas Abiertas Community Resource Center
- San Francisco Veteran Affairs Health Care System
- Satellite Affordable Housing Associates
- Up Valley Family Center
- VOICES Youth Center

NAPA COUNTY'S HOMELESS SYSTEM OF CARE

Defining the System of Care

“Homeless system of care” refers to the network of funders, governance structures, providers (services, housing, and shelter), and other community organizations and stakeholders that respond to homelessness in a given area, and the emergency response structures that are put in place to allocate resources and prioritize limited services in the community (e.g., coordinated entry). Napa’s system of care consists of County, City, and community-based resources, and leverages a combination of local, state federal, and private funds. This section provides a high-level overview of the governance structure, funding sources, and programs that comprise the homeless system of care and context for the goals and strategies established by the plan. This overview does not reflect every community effort or funding source that impacts the homeless system.

Governance Structure

The Napa City and County Continuum of Care

The Napa City & County Continuum of Care (CoC) is the key governance structure responsible for making recommendations, aligning funding, and carrying out additional activities related to homelessness across the county. Communities that receive certain types of federal and state homeless assistance funding, including funding through HUD’s Continuum of Care Program, are mandated to create CoCs. The key roles and responsibilities of the CoC are outlined in state and federal regulations. The CoC consists of a Continuum of Care Board and general membership body with representation from housing and homelessness service providers and community representatives, with a focus on individuals and organizations involved in the homeless system of care.

The Napa City and County CoC serves the following purposes:

1. Applies for and prioritizes use of state and federal funding under the purview of the CoC and ensures funding is used effectively and efficiently.
2. Develops systemwide policies for the Coordinated Entry System and the Homeless Management Information System.
3. Makes recommendations on the homeless services system of care and develops goals and strategies for participating agencies, such as local governments, community-based organizations, and health care systems, to consider when implementing programs.
4. Engages in system planning and evaluates system performance.
5. Identifies areas of advocacy and community organization for participating agencies.

CoC membership includes leadership and participation from a variety of regional stakeholders including:

- Affordable Housing Developers
- Agencies serving survivors of human trafficking
- Community and legal services advocates
- Disability Advocates and Service Organizations
- Homeless Youth Organizations
- Hospitals
- Law Enforcement
- LGBTQ Advocates and Service Organizations
- Local Government Staff
- Local Jails
- Mental Health Advocates
- Mental Health Providers
- People with lived experience of homelessness
- Public Housing Authorities
- Primary Healthcare Providers
- School Administrators
- Street Outreach Teams
- Substance Abuse Service Providers
- Victim Service Providers
- Youth Advocates
- Youth Service Providers

Napa County Homelessness and Housing Services Division

The Napa County Housing & Homeless Services Division coordinates County initiatives and activities with the cities and other jurisdictions within the County. The Division oversees the County's housing and homeless response systems. Napa County Housing and Homeless Services serves as the designated Collaborative Applicant for the Continuum of Care and is responsible for coordinating and facilitating the Continuum of Care, Continuum of Care Board, and Continuum of Care working groups; coordinating the Point-in-Time Count; coordinating and facilitating strategic planning for the Continuum of Care; and monitoring CoC-funded projects. The Division is also the designated Lead Agency for HMIS, which collects and reports data on homelessness in Napa County, and is responsible for the administration, management, and operation of HMIS implementation.

History of Strategic Planning in Napa

For the last 17 years, community efforts to reduce homelessness in Napa have been guided by strategic planning processes that identify shared goals, strategies, and action steps that are based on local data, community research, and best practices. These planning efforts have been led by Napa County and the Napa City and County Continuum of Care (CoC). The Napa CoC is a community-based governing structure mandated by the Department of Housing and Urban Development (HUD) and is responsible for making recommendations, aligning funding, and carrying out additional activities related to homelessness across the county. The CoC promotes communitywide commitment to the goal of ensuring homelessness for individuals and families is rare, brief, and non-recurring.

In 2005, Napa developed its first strategic plan to address homelessness, *Napa County's 10-Year Plan to End Homelessness*.² In 2016, the Napa Continuum of Care (CoC) and City and County of Napa recognized the need to revise the plan to reflect community needs and progress. The Napa CoC and City and County of Napa completed a comprehensive analysis of the homeless system and developed new strategies to meet the needs of the homeless population, and updated those findings and strategies in 2018, resulting in the 2018 "*Napa Homeless Plan Update*."

² This planning process builds on the assessment and planning work of the strategic planning process that culminated in the 2002 report, *Reducing Homelessness in Napa County: Needs, Trends, Solutions*.

Since 2018, the Napa community has fully implemented many of the objectives set in the *Homeless Plan Update*. Among other accomplishments, the community has fully implemented the coordinated entry system, increasing capacity to rapidly connect homeless individuals with housing. Napa partners have redesigned the shelter system to be more accessible to the most vulnerable and navigate them to permanent housing. The community has leveraged new funding sources to expand the pool of affordable housing dedicated to people experiencing homelessness. In addition, the homeless system of care has evolved in response to the COVID-19 pandemic and effectively deployed new state, federal, and local funding sources dedicated to addressing homelessness. The homeless system of care has also recognized the need to develop community-level strategies and action steps to eliminate inequities for people in underserved communities and people of color experiencing homelessness. In March 2022, due to these changes and the need to set a course for the future, the Napa CoC and City and County of Napa embarked on the process of creating a new Strategic Plan to Address Homelessness.

Funding for Homeless Services

Napa County homeless services are supported by braiding federal, state, local, and private funding streams. Appendix II provides detailed information on each funding source, the investment it provides, and the interventions and populations it supports. Much of the funding that supports the homeless system is state-level funding administered through California Housing and Community Development (HCD), California Interagency Council on Homelessness, and California Department of Social Services. Napa County also receives a substantial portion of funding from the federal government. The bulk of federal funding received is from the Department of Housing and Urban Development (HUD), including funding for 280-plus housing vouchers dedicated to households who are homeless or at risk of homelessness. Additional federal funding is administered by the Department of Veteran Affairs and the Department of Treasury. Finally, additional funds supporting homeless services are contributed directly from City of Napa and Napa County general funds and from private foundations.

Over the past two years, the homeless system of care rapidly adapted and expanded to meet the unprecedented public health and housing needs of people experiencing or at risk of homelessness during the COVID-19 pandemic. The state invested \$36.8 million into Napa's homeless system through programs including Project Homekey, Project Roomkey, Emergency Solutions Grants – CARES, and the California COVID-19 Rent Relief Program (ERAP). The Napa homeless system of care received an investment of \$5.5 million in Coronavirus Fiscal Recovery Funds from the federal government. In addition to state and federal funds, Napa County has received additional investments from local private funders. Napa has utilized this funding to meet the increased needs of homeless individuals during the COVID-19 pandemic. These funding streams collectively fund diversion and homeless prevention, safe non-congregate emergency shelter and interim housing, emergency shelter improvement and expansion to meet public health needs, rapid rehousing expansion, and permanent housing development. State and federal regulations dictate which governing bodies administer these programs for the Napa community. Programs are generally allocated to and administered by the State, County, City, or Continuum of Care. These governing bodies may provide programs directly or collaborate with other community agencies to braid funding streams and provide a comprehensive range of programs and services tailored to the needs of people experiencing homelessness.

Programs Provided

Local government and community agencies deploy the funding streams described in the paragraph above to provide a comprehensive range of programs and services tailored to the needs of people experiencing homelessness. A non-exhaustive list of Napa community resources and agencies providing services to individuals experiencing homeless or at risk of homelessness is provided in Appendix I. This table provides a high-level overview of key programs and services currently serving the Napa community.

Services available to people experiencing homelessness in Napa include:

- Homeless Prevention and Referral Services
- Housing Navigation
- Outreach and Drop-In Services
- Emergency Shelter
- Transitional Housing
- Permanent Supportive Housing
- Rapid Rehousing
- Housing dedicated to people experiencing homelessness
- Care Coordination & Case Management
- Healthcare
- Behavioral Healthcare
- Employment Services
- Criminal Justice Diversion and Reentry Services

Key Definitions

Definitions of key terms are provided below. These definitions are used across the homeless system of care and are consistent with definitions used by HUD.

HOMELESSNESS as defined by HUD includes individuals and families:

- Living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement, or
- With a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

CHRONICALLY HOMELESS PERSON is defined as:

1. Is homeless and lives in a place not meant for human habitation, a safe haven, or an emergency shelter;
2. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter continuously for at least one year or on at least four separate occasions in the last three years where the combined length of time homeless in those occasions is at least twelve months; and
3. Has a disability.

DISABILITY is defined as an individual with one or more of the following conditions:

1. A physical, mental, or emotional impairment, including an impairment caused by alcohol or drug abuse, post-traumatic stress disorder, or brain injury that:
 - a. Is expected to be long-continuing or of indefinite duration;
 - b. Substantially impedes the individual's ability to live independently; and
 - c. Could be improved by the provision of more suitable housing conditions.
2. A developmental disability, as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U. S. C. 15002); or
3. The disease of Acquired Immunodeficiency Syndrome (AIDS) or any condition arising from the etiologic agency for Acquired Immunodeficiency Syndrome.

People experiencing homelessness are identified as either *unsheltered* or *sheltered*:

- An **UNSHeltered** individual is one whose primary nighttime residence is place not designed for or used as a regular sleeping accommodation for human beings, including cars, parks, abandoned buildings, bus and train stations, airports, and camping grounds.
- A **SHeltered** individual is one living in a supervised shelter designated to provide temporary living arrangements (including congregate shelters, safe havens, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals).

Systems and Information



Coordinated Entry System (CES) - The community process developed to ensure that all people experiencing a housing crisis have fair and equitable access to housing and that the most vulnerable are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.



Homeless Management Information System (HMIS) - A state- and federally mandated local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Temporary Housing



Emergency Shelter (ES) - Provides beds for homeless single adults and families, and often includes meals, showers, case management support, and connections to Coordinated Entry System and other services.



Transitional Housing (TH) - Provides temporary housing accommodations and supportive services for up to 24 months, with the goal of the participant moving on to permanent housing after the program concludes.



Rapid Rehousing (RRH) - Provides housing subsidies and supportive services for up to 24 months, with the goal of helping people transition to self-sufficiency and retain their housing unit independently.

Permanent Housing



Permanent Supportive Housing (PSH) - Provides long-term housing with intensive supportive services to persons with disabilities.



Housing Choice Voucher (HCV) Program - The Housing Choice Voucher program (section 8) provides housing subsidies that are not time limited to assist very low-income families, the elderly, and the disabled in affording housing. Many of these vouchers are set aside for people experiencing homelessness through special purpose voucher programs and other initiatives.

Other Specialized Housing Not Dedicated to People Experiencing Homelessness



Affordable Senior Housing – describes a housing complex that is dedicated to serving older adults, and offers reduced or subsidized rent to low-income households.



Board and Care - Licensed residential care facilities for people with special needs that provide intensive support and assistance with daily living.

OVERVIEW OF WHO IS EXPERIENCING HOMELESSNESS

The Department of Housing and Urban Development (HUD) requires communities to collect and report data on homelessness through several means. Each of these data sets and reporting systems provide different insights into people experiencing homelessness in the community. For example, annual Point-in-Time Counts (PIT) provide a snapshot estimate at one point in time, on a per-person level. Comparatively, data collected through the Homeless Management and Information System (HMIS), a database used by all programs administering federal and state funds targeted to people experiencing homelessness, can provide cumulative data that reveals more about the demographics and experiences of people accessing the system over time. System Performance Measures (SPMs), which use both sets of data, can show how the system is doing overall on a variety of performance metrics including how many people are engaging the homeless system of care for the first time, the average amount of time people remain homeless before being connected to housing, and where people are going after they exit programs.

For this report, three principal data sources were used to analyze Napa County's population of people experiencing homelessness. Key data points can be viewed in the table below.

1. The annual **Point-in-Time Count (PIT)**, which provides a snapshot estimate of the population and general characteristics of people experiencing homelessness during a single 24-hour period in January.
2. **Homeless Management Information System (HMIS) data**, which is entered by homeless service providers operating emergency shelter, street outreach, transitional housing, rapid rehousing, and permanent supportive housing programs and provides individual level data of people who received shelter or housing services. HMIS data includes the universe of people served by participating programs and can be analyzed over a period of time, allowing for a better understanding of total clients served, rather than providing a snapshot. For this plan, the HMIS data analyzed and discussed was reviewed over a three-year period (from 2018 to 2021) and includes an analysis of HUD-mandated System Performance Measures (SPM) and Longitudinal Systems Analysis (LSA) data, which are sources of information for tracking system performance that come from HMIS data.
 - a. **Longitudinal Systems Analysis (LSA) data** is household-level data from HMIS and can be displayed through HUD's data visualization program Stella. It provides an analysis that illustrates how individual households and families move through the homeless system of care, year after year. This data allows the reviewer to view HMIS data at a household level, as opposed to an individual or system level.
 - b. **System Performance Measures (SPM)** are systems-level data points from HMIS that can be viewed in standardized reports that are submitted to HUD. SPMs shows how the homeless system of care is performing overall and can reveal larger trends for the entire system, as opposed to the individual or household level.

- c. **Homeless Data Integration System (HDIS) data**, which includes data submitted from all California Continuums of Care (CoCs) to the state, can track trends and service use across and between communities. HDIS captures a year-long count of people experiencing homelessness who have accessed services, including shelter, housing, and other triages and assessments. It can show movement and interactions between local homeless response systems and communities. accessed services, including shelter, housing, and other triages and assessments. It can show movement and interactions between local homeless response systems and communities.

464

Number of people counted as experiencing homelessness on a single night during the annual January Point-in-Time Count on January 24, 2020

759

Number of unique individuals served by the homeless system of care in shelter and housing projects during FY 2021

65%

Percentage of people during the annual Point-in-Time Count living unsheltered (streets, cars, encampments, etc.)

42%

Percentage of households interacting with the system of care for the first time in FY 2021

98%

Percentage of individuals who resided in Napa or a neighboring County when they became homeless

11%

Percentage of Families being served by the system of care in FY 2021

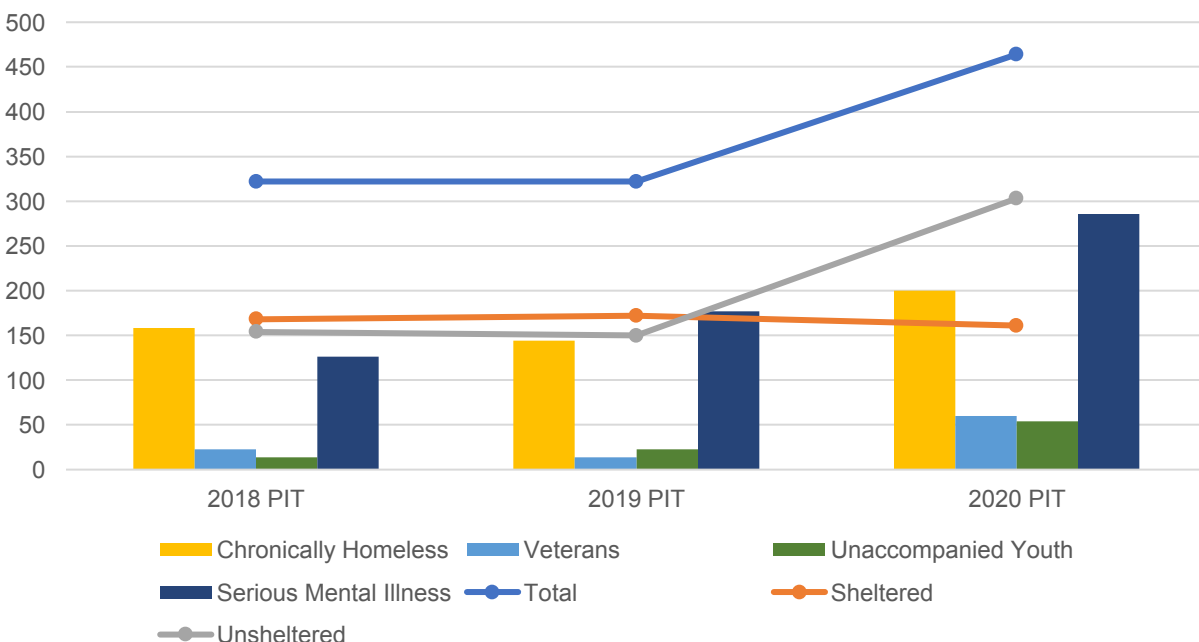
Point-in-Time Data

On a single day at the end of January, the U.S. Department of Housing and Urban Development (HUD) requires each Continuum of Care (CoC) to conduct a census of people who are experiencing sheltered and unsheltered homelessness. Known as the Point-in-Time (PIT) count, this census is used by HUD and the local community to get a snapshot understanding of homelessness. In Napa, City and County staff, law enforcement, volunteers, and other service providers and community leaders conduct this count annually in the early morning across the geographic area of Napa County. The count gives information on the number of and demographics of individuals and families residing in sheltered situations like emergency shelters and transitional housing, as well as in unsheltered places like streets or sidewalks, cars, abandoned buildings, parks, and other areas generally not meant for human habitation.

Although a full count of sheltered and unsheltered people is mandated by HUD only every other year, a full count is conducted in Napa each year. Since PIT counts typically have a consistent and standardized way they are conducted, they provide a year-over-year comparison, including for people who may be living in unsheltered situations that may not be tracked elsewhere. However, due to restrictions caused by the COVID-19 pandemic in 2021, the most recently available sheltered and unsheltered count information comes from 2020.

In 2018 and 2019, the Napa PIT total remained relatively consistent with only some shifts between demographic groups and subpopulations. Most notably, the number of people reporting a serious mental illness increased 15% between the years and the number of transition-aged youth (those who are ages 18-24) increased to 25 from 16. In 2020, the PIT total increased 44%, in part due to changes in the way Napa conducted its count, which resulted in a more comprehensive and accurate result that more closely aligned with system of care data. In total, 464 people were counted in sheltered and unsheltered living conditions in 2020 as compared to 322 total counted in 2019, with continued increases in the number of people reporting chronically homeless status (40% increase) and serious mental illness (62% increase). In the chart below, a comparison can be seen between the 2018, 2019, and 2020 PIT counts for sheltered, unsheltered, chronically homeless, veterans, and unaccompanied youth.

Point-in-Time Comparison in Napa



As the chart shows, the primary driver of increases in the 2020 Napa count was the increase of unsheltered individuals, representing a 102% increase in the number of unsheltered individuals counted in 2019. In part, this increase could have been due to significant changes to the PIT methodology which better counted unsheltered individuals, and better aligned PIT data to be reflective of who is served over time in HMIS. However, data from across California also shows increases in the numbers of people experiencing homelessness.

From 2017 to 2020, the number of people experiencing homelessness across California increased by 22%. The table below compares Napa to some nearby and similarly sized communities. Note that since some communities such as Marin or Sonoma do not conduct PIT counts each year, they lacked comparable timeframes.

	2017 PIT Total	2020 PIT Total	Increase	Unsheltered in 2020	2020 Unsheltered Percentage	Chronically Homeless in 2020	2020 Chronically Homeless Percentage
Napa³	315	464	47%	303	65%	202	44%
Amador, Calaveras, Mariposa, Tuolumne, Counties CoC⁴	367	834	127%	687	82%	252	30%
El Dorado County CoC⁵	602	663	10%	480	72%	107	16%
Yolo County CoC⁶	459	641	40%	397	62%	175	27%
Stanislaus County CoC⁷	1,661	2,107	27%	1,087	52%	336	16%
California⁸	132,278	161,548	22%	113,660	70%	51,785	32%

³ 2017 CoC Homeless Populations and Subpopulations Report – Napa, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – Napa, HUD Exchange

⁴ 2017 CoC Homeless Populations and Subpopulations Report – Tuolumne, Amador, Calaveras, Mariposa Counties, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – Tuolumne, Amador, Calaveras, Mariposa Counties, HUD Exchange

⁵ 2017 CoC Homeless Populations and Subpopulations Report – El Dorado, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – El Dorado, HUD Exchange

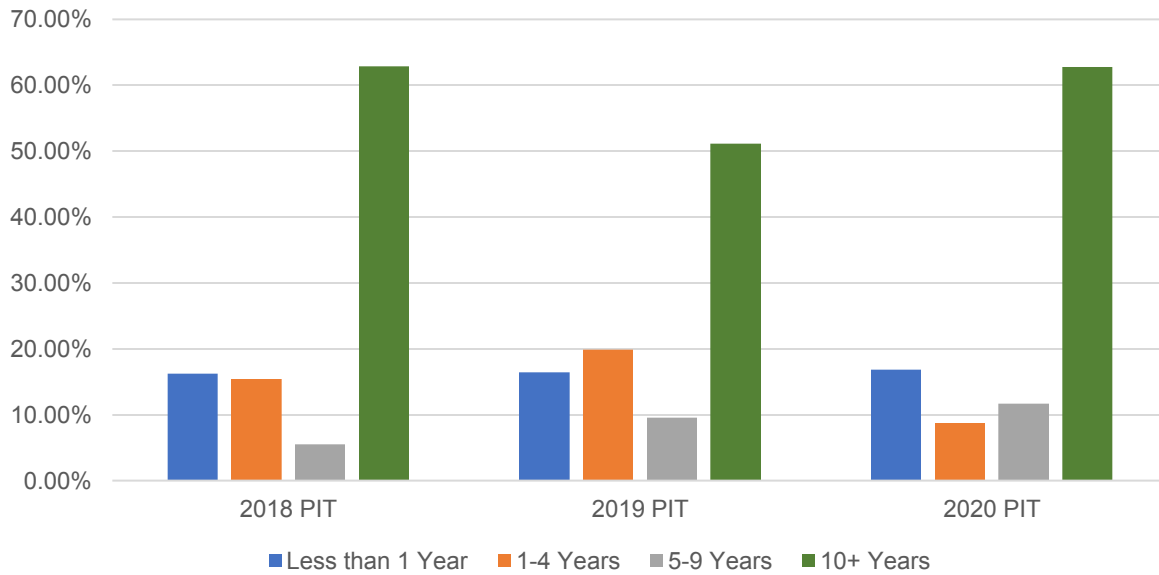
⁶ 2017 CoC Homeless Populations and Subpopulations Report – Yolo, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – Yolo, HUD Exchange

⁷ 2017 CoC Homeless Populations and Subpopulations Report – Stanislaus, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – Stanislaus, HUD Exchange

⁸ 2017 CoC Homeless Populations and Subpopulations Report – California, HUD Exchange; 2020 CoC Homeless Populations and Subpopulations Report – California, HUD Exchange

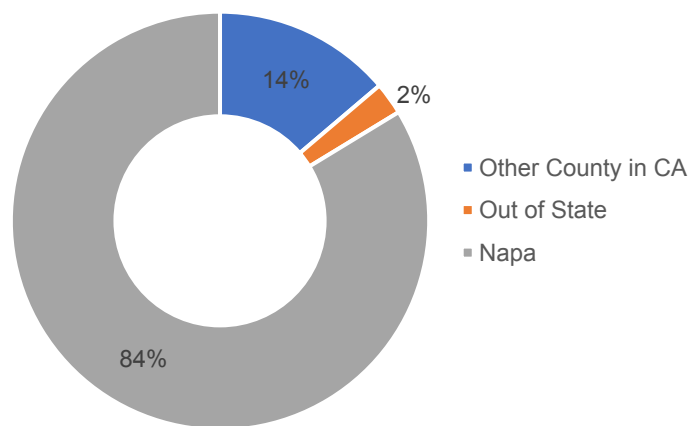
In addition to the standard demographic and subpopulation information HUD mandates be collected, many communities collect additional information from people experiencing homelessness during PIT counts. In Napa, for example, people are asked about the length of time an individual has been residing in Napa. As in many communities, people experiencing homelessness in Napa have been residing in Napa for a significant amount of time. In 2019, over 50% indicated they were longtime Napa residents having resided in the county for 10+ years. In 2020, 63% of individuals noted a 10+ year residence.

Length of Time in Napa



Furthermore, PIT surveys also revealed that 84% of people experiencing homelessness in Napa became homeless while residing in Napa. The 14% who came from another county mainly came from neighboring counties, like Sonoma. State and other community data similarly shows that the vast number of people experiencing homelessness seek services in the place where they lived prior to becoming homeless. In addition, the Homeless Data Integration System (HDIS) shows that 96% of people access housing or services in a single service area,⁹ rather than traveling to other communities in search of help.

Residency When Becoming Homeless



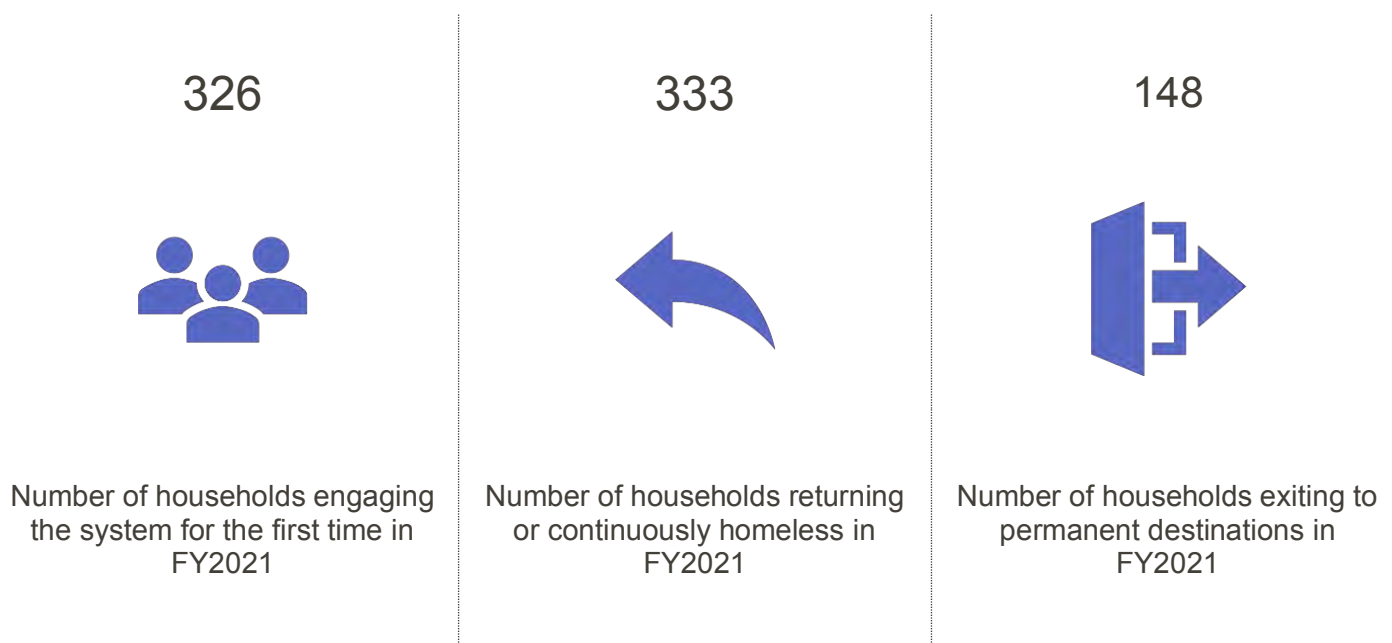
⁹ Business Consumer Services, and Housing Agency (BCSH) HDIS. 2018-2020.

Homeless Management Information System Data

In comparison to Point-in-Time (PIT) data, data from Homeless Management Information System (HMIS) tracks and documents a household's utilization of programs and services over a period of time, as opposed to the number of people on a single day. As a result, data from an HMIS system can provide a much fuller picture of trends among people who are experiencing homelessness in various sheltered and unsheltered capacities. In the 2021 reporting period, a total of 759 unique individuals were served in housing and shelter programs by the Napa System of Care, representing 659 households. In comparison to the year prior, this represents a 19% increase from the total number of individuals and 15% increase in the total number of households from the prior reporting year. Notably, 326 households, or 42%, were interacting with the system for the first time. More information on how people entered and exited the homeless system of care is presented in the following homeless systems gaps analysis.

HOMELESS SYSTEMS GAPS ANALYSIS

An effective homeless system of care works by quickly connecting people experiencing or at risk of experiencing homelessness to the appropriate shelter, rehousing assistance, and/or other services to ensure everyone can have stable housing. Over the past years, the Napa community has worked to build a robust and interconnected homeless system, but there are still many challenges and unmet needs that exist in the community. In 2021, the homeless system of care is serving a greater number of households than in previous years, and those households are more likely to exit into permanent housing destinations.¹⁰ However, due to the high number of new households entering the system, substantially more exits to permanent destinations are needed to reduce the overall number of people experiencing homelessness. Unless more households can leave the system or be diverted or prevented from entering it in the first place, the number of people experiencing homelessness will continue to increase.



The goal of any system of care is to ensure that homelessness is brief, rare, and nonrecurring.

- For homelessness to be rare, Napa must reduce the number of people entering the homeless system.
- For homelessness to be brief, Napa must ensure that those who do become homeless are rapidly connected with appropriate resources to resolve their housing crisis.
- For homelessness to be nonrecurring, Napa must ensure that once households obtain housing, they have the resources to avoid falling back into homelessness.

This section provides an overview of what is bringing people into the homeless system of care, how people are moving through it, how people exit it, and the barriers that occur along the way. The information in this section is based on feedback from the community survey, data analysis from homeless systems, stakeholder interviews and meetings, and focus groups.

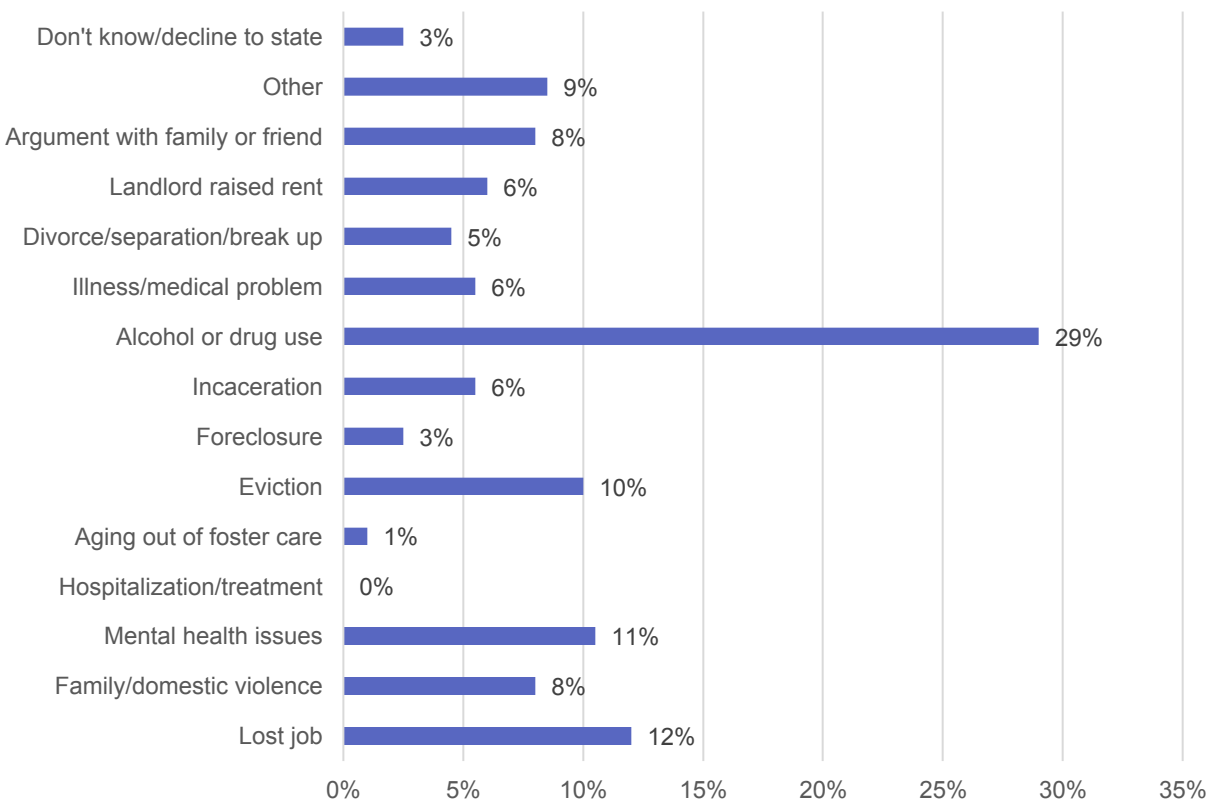
¹⁰ HUD defines permanent destinations to include housing placements through the system of care, such as PSH and RRH, and other permanent housing solutions, such as renting a room without assistance or residing with family or friends.

Causes of Homelessness

When conducting its annual PIT count, Napa asks several additional supplemental questions along with the HUD required demographic and subpopulation data points. These survey questions include data points that provide insight into the causes of homelessness in the community, service gaps in the homelessness system of care, and cracks in the social safety net more broadly. Since homelessness is a dynamic issue involving many intersecting systems, these survey responses do not necessarily give a definitive or fully comprehensive answer to all the causes of homelessness, but rather they provide useful insight and contextual information.

On the 2020 PIT count, when individuals were asked to identify the primary cause or condition that led to their homelessness, the top four responses were alcohol or drug use (29%), job loss (12%), mental health issue (11%), and eviction (10%). It is important to note that people experiencing homeless often lose housing due to a combination of factors, but these specific events or conditions were the ones people identified as precipitating their experience of homelessness.

Primary Condition or Event Leading to Homelessness



In comparison to data from nearby Solano, Sonoma, and Marin counties, Napa respondents more frequently reported alcohol or drug use as a cause of homelessness. In Napa, 29% of respondents reported alcohol or drug use as the primary cause of their homelessness, 11% of respondents in Solano, 14% in Marin, and 16% in Sonoma counties respectively reported alcohol or drug use as the primary cause of their homelessness. This suggests the need for more widely available substance use treatment programs in prevention, diversion, and general service delivery within the system of care. This data aligns with survey and focus group comments from Napa providers indicating the need for additional programs to serve people experiencing homelessness who are seeking treatment for substance use disorders.

Even though alcohol or drug use was noted as the top singular condition leading to an experience of homelessness in the PIT Count surveys, economic hardship such as losing a job, eviction, foreclosure, or a

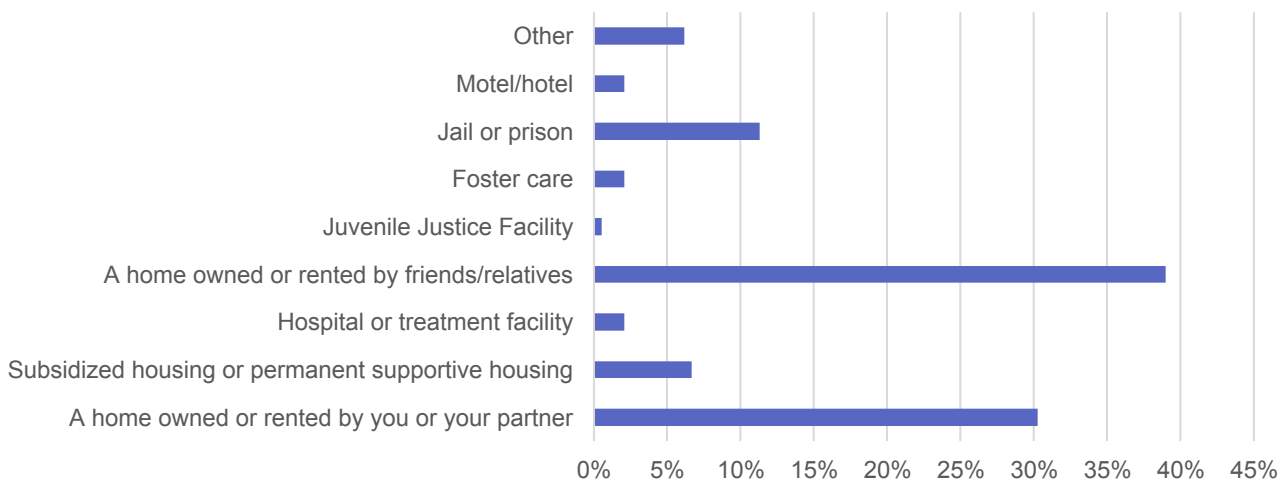
landlord raising rent constituted a combined 31% of responses regarding causes of homelessness. In response, providers noted the need for additional access to prevention and mediation services, which may provide flexible funding for things like utility bills, one-time rent payments, or connections to tenancy, advocacy, and legal aid organizations.

Inflow Into the System

Households who experience homelessness come from a variety of living situations prior to entering the homeless system. These different situations can impact the nature and location of their first interaction with the homeless system of care and dictate how they are prioritized and move through the system. According to the 2020 PIT count, a majority of people (69%) came from a home that was rented or owned by the respondent, a friend, partner, or relative. As shown in the table below, 39% came from a home owned or rented by a friend/relative, and 30% came from one they or their partner owned or rented. National research, echoed by observations by community surveys and provider focus groups, indicate that people will typically exhaust their personal support network before experiencing homelessness. Here, prevention and diversion services like mediation, emergency funding, or other strategies could help prevent people from becoming homeless.

After coming from an owned or rented home, the next most frequent living situation prior to becoming homeless was jail or prison (11%). Law enforcement agencies report that while some people exiting jail or prison into homeless were homeless prior to incarceration, others were housed prior to incarceration, and lost their housing due to inability to pay rent or sustain housing while incarcerated. Strong collaboration between criminal justice and homeless systems are needed to meet the needs of these individuals.

Living Situation Prior to Homelessness



In addition to data from the PIT Count, HMIS data provides insight into how households are moving through the system, and from where. HMIS defines the household's prior living situation as their living situation immediately prior to enrollment in a shelter or housing program. In contrast to the PIT count, this does not necessarily reflect where the household resided prior to first becoming homeless. For example, in 2021 a majority of households enrolled in rapid-rehousing programs came from a homeless sheltered situation, meaning they were likely connected to the housing program through the shelter system. Very few households in rapid rehousing came from institutions, suggesting a need for more robust alignment between those systems and the homeless system of care. A full picture of prior living situations for households in 2021 can be viewed in the table below.

Household Living Situation Prior to Program Entry (2021)

	Unsheltered ¹¹	Homeless Sheltered ¹²	Temporary ¹³	Institutional ¹⁴	Permanent Housing ¹⁵	Unknown ¹⁶
Emergency Shelter or Transitional Housing	106	163	10	59	89	120
Rapid Rehousing	29	89	2	0	8	0
Permanent Supportive Housing	16	25	2	3	14	0

To make homelessness rare and non-recurring, the community must reduce the number of households entering the homeless system. The HMIS homeless system engagement table below provides a breakdown of the housing and service engagement histories of people who entered the homeless system of care in 2021. For the past three years, HMIS data has shown that about half of the households served are “in the system for the first time,” meaning they have not experienced homelessness for at least two years prior to the reporting period, or have no prior history of homelessness. On the 2020 PIT Count, 30% of households noted they were experiencing homelessness for the first time ever. This mirrors comments from providers like Puertas Abiertas who noted that most of the clients they see falling into homelessness are doing so for the first time, often after environmental emergency (like a fire) or after liquidating their savings in a prior experience.

In 2021, the majority of these first-time-homeless households were single adults (303 of 326 households) with 35 of those being transitional aged youth (TAY), and 23 consisting of families with adults and children. This suggests stronger prevention and diversion efforts, specifically those that consider the unique needs of single adult households, are needed to stem the inflow of first-time homeless households. It is key to note that tenant protections and eviction prevention programs implemented as part of the state response to COVID-19 likely prevented a significant number of households from entering the homeless system of care during the pandemic. California’s COVID-19 Rent Relief Program received 1,401 applications for rental assistance from Napa households at risk of eviction prior to closing to new applications March 2022. As of May 2022, 814 applicants had received assistance, and an additional 584 were awaiting assistance. Households awaiting assistance are protected from eviction through June 2022. Community experts anticipate the risk of households entering the homeless system of care will increase after these protections expire.

¹¹ Defined in the Stella glossary as street homelessness in a place not meant for habitation

¹² Defined in the Stella glossary as sheltered homelessness in an emergency shelter, safe haven, interim housing, or transitional housing for homeless persons

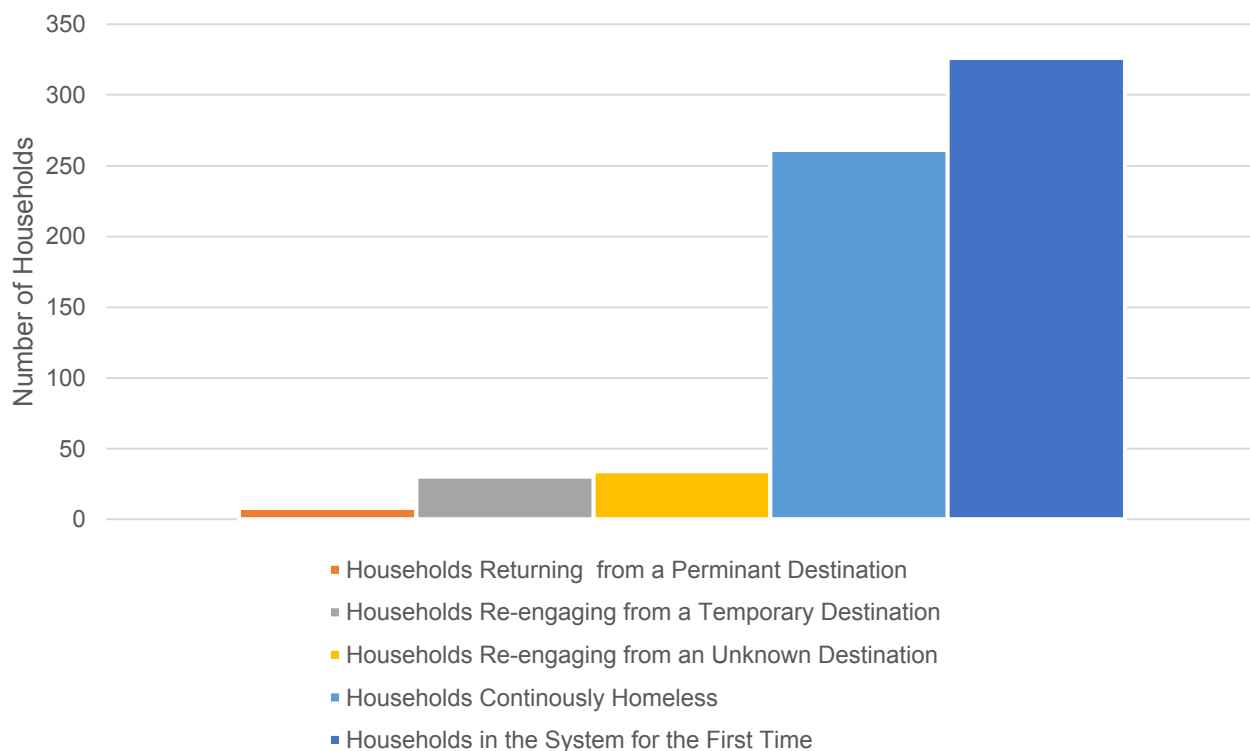
¹³ Defined in the Stella glossary as a hotel/motel paid for without ES voucher, residential project with no homeless criteria, for example a COVID quarantine or isolation center or crisis

¹⁴ Defined in the Stella glossary as foster care or group foster care home, long-term care facility or nursing home, jail, prison or juvenile detention facility, hospital or other residential non-psychiatric medical facility, psychiatric hospital or other psychiatric medical facility, or substance abuse treatment facility or detox center

¹⁵ Defined in the Stella glossary as staying or living with friends or family, permanent housing for formerly homeless persons, owned or rented with or without a subsidy (including VASH and GPD TIP)

¹⁶ Defined in the Stella glossary as including missing entry, client refusing response, or client not knowing

Household System Engagement



Shelter and Housing Interventions Provided

To reduce the number of people experiencing homelessness, households must be exiting homelessness at a higher rate than they are entering homelessness. This section provides data demonstrating how Napa's system of care is helping households exit homelessness by providing emergency shelter, outreach, and permanent housing interventions. While emergency shelter is not permanent housing, the stability and navigation services provided by emergency shelter can play an important role in an individual's journey from homelessness to housing.

The number of individuals served by the homeless system of care has grown steadily since 2019, largely due to new investments in emergency shelter and housing during the COVID-19 pandemic. The total number of households served across the homeless system of care increased by 33% from 2019 to 2021. While many shelters around the nation were forced to reduce capacity due to COVID-19 and related public health protocols, Napa used new funding sources and innovative partnerships to safely expand emergency shelter capacity, such as Project Roomkey, enabling the community to serve a greater number of households than in previous years.

In 2021, 618 households were served by the homeless system of care, through a combination of emergency shelter, transitional housing, rapid re-housing, and permanent supportive housing programs. Of the households served, 84% had accessed an emergency shelter within the year. Overall, 69% of households were served only by an emergency shelter and did not access other housing programs through the homeless system of care, such as transitional housing, rapid re-housing, or permanent supportive housing. Notably, 28% of households exited from emergency shelter went on to permanent housing destinations,¹⁷ which includes those who obtained permanent housing without the assistance of RRH or PSH programs. Permanent housing destinations can include unsubsidized locations, like moving back with family or renting on their own, or a

¹⁷ According to HUD's HMIS data standards, permanent destinations is defined as permanent supportive housing (PSH), permanent housing with a rental or temporary subsidy, renting or owning with or without a subsidy, or living with friends or family on a permanent basis

connection to subsidized, non-supportive housing programs like Emergency Housing Vouchers or Housing Choice Vouchers.

The table below shows the number of enrollments by shelter and supportive housing project type in the reporting period.

	FY 2019	FY 2020	FY 2021
Emergency Shelter¹⁸	402	448	518
Transitional Housing¹⁹	66	58	51
Rapid Re-Housing²⁰	58	69	128
Permanent Supportive Housing²¹	14	13	18
Total Households Served in the System²²	475	532	618

Although the number of people served by the system has been growing, a gaps analysis completed by the County of Napa in 2020, based on 2019 data, suggests ongoing need for subsidized, supportive housing options. As part of the Homeless Housing, Assistance and Prevention Grant (HHAP) a gaps analysis was completed using a combination of Coordinated Entry System data and HMIS Enrollment data. This analysis shows that the number of people who had been identified as needing rental assistance or supportive housing and services exceeded the availability of those resources. In the sections below, additional gaps and barriers for specific subpopulations is explored further.

	Total # of Clients Currently Needing this Service	Total # of Clients Currently Receiving this Service	Remaining Need
Rental Assistance	357	107	250
Supportive Housing (Permanent)	60	29	40
Outreach	174	129	45
Prevention/Diversion	60	16	44

¹⁸ Defined as households who used ES/SH only or ES/SH in combination with any other project type (ES, SH, TH, RRH, PSH)

¹⁹ Defined as households who used TH only or TH in combination with any other project type (ES, SH, TH, RRH, PSH)

²⁰ Defined as households who used RRH only or RRH in combination with any other project type (ES, SH, TH, RRH, PSH)

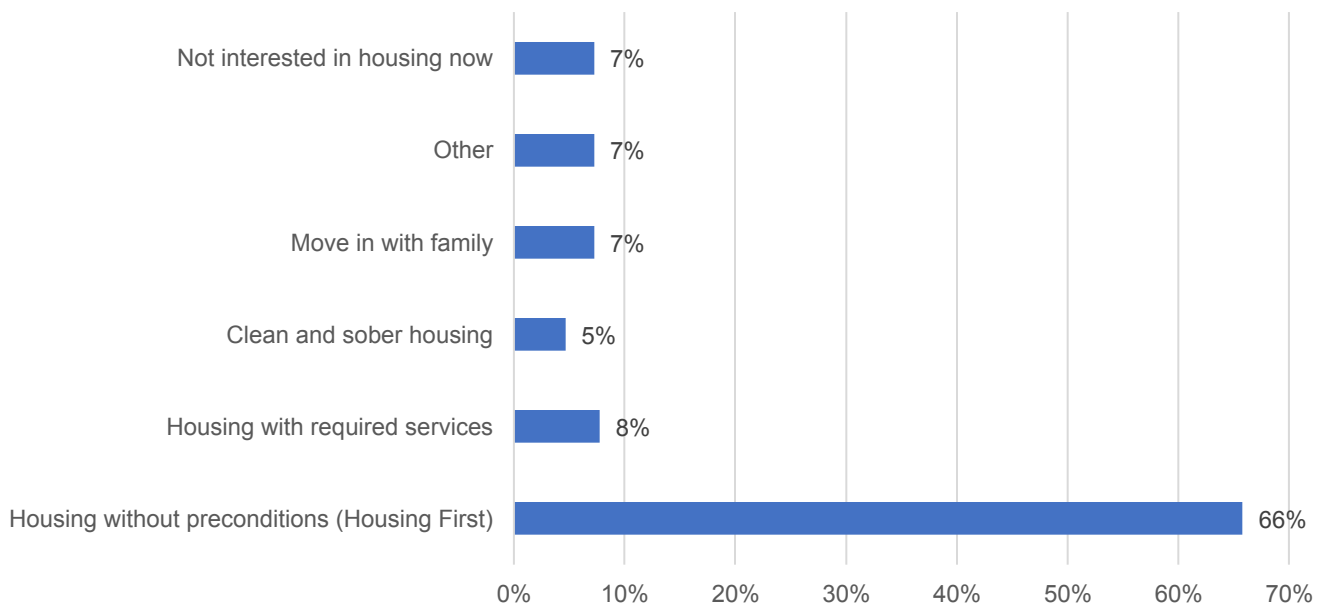
²¹ Defined as households who used PSH only or PSH in combination with any other project type (ES, SH, TH, RRH, PSH)

²² Total Households served in the homeless system represents the amount of deduplicated households served across the system, meaning it does not include a household who is enrolled in multiple programs up until their point of exit

The vast majority of unhoused people want housing: 93% of people surveyed on the PIT count indicated they want some form of housing. Additional information on housing type preference can be view in the chart below. Unfortunately, people attempting to exit homelessness face numerous barriers to securing housing. Emergency shelters are designed to provide short-term emergency housing and brief, housing focused support to move residents quickly to permanent housing solutions. However, shelter residents in focus groups reported that they often wait for months before being assigned a housing navigator, who has resources to help them locate and secure housing. One shelter participant reported they had been in the shelter for over five months and were still waiting to be assigned a housing navigator. Others reported barriers to connecting with assigned navigators. Focus group members reported that the housing navigators had high caseloads, making it difficult to provide services to all their clients. They noted, “you have to be really proactive and keep asking for help.” Shelter residents and community case workers also reported that residents are often in shelter for extended time periods prior to completing the community assessment required to access RRH and PSH, delaying their connection to housing resources, and potentially extending their length of time homeless.

Project Roomkey was established in March 2020 as part of the state response to the COVID-19 pandemic. Project Roomkey provides non-congregate shelter options for people experiencing homelessness. Every hotel/motel within Project Roomkey includes essential wraparound services, such as custodial, laundry, security and support staff. Using this funding, Napa sheltered and then permanently housed 84 participating households in a 12-month period during the COVID-19 pandemic.

Housing Type Preference



Barriers to Housing

In 2021, after being enrolled in a program in the homeless system of care, households remained homeless for an average of 364 days. HUD considers a household to be homeless while that household is residing in an emergency shelter or transitional housing project, or while that household is enrolled in a permanent housing program but has not yet moved into housing. For example, if a household is enrolled in any type of permanent housing program, they would be considered homeless up until the day they move into a unit. It is important to note that this average includes households, primarily families with minor children, enrolled in transitional

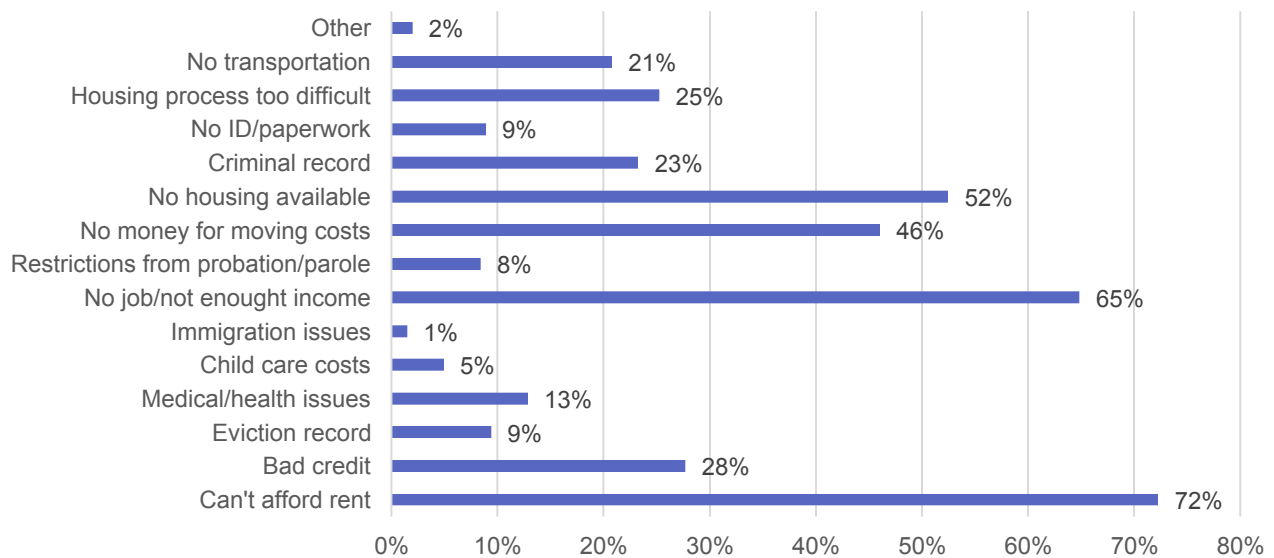
housing projects. While the living arrangements at a transitional housing project can look like permanent housing, and programs can be designed to serve households for up to 24 months, transitional housing is temporary and households continue to be considered homeless. Households in transitional housing spent an average of 526 days homeless.

Households that ultimately secured housing through a rapid rehousing program had varying paths to securing housing. Some households were enrolled in rapid rehousing after entering an emergency shelter. These households typically stayed in emergency shelter for 174 days before they were enrolled in a rapid rehousing program. Once enrolled in rapid rehousing, those households were housed in an average of 47 days. In contrast, households that were not staying in an emergency shelter when they were enrolled in rapid rehousing remained homeless for an average of 3 months before moving into housing.

Many shelter residents who secure permanent housing do so without the ongoing support of a RRH or PSH program. On average, shelter residents who exited to permanent housing did so about two months after entering the shelter.

Even with housing navigation support, program participants and navigators frequently reported that the lack of units within clients' price range makes it difficult to secure housing. This mirrors responses on the 2020 PIT survey. When respondents were asked what was keeping them from getting permanent housing, 72% said they can't afford rent, 65% said they don't have enough income for housing, and 52% said there is no housing available. For those on fixed incomes or where a subsidy requires that the unit rent is at or below fair market rent, there are even fewer available units. Many noted that even for those with income or housing subsidies that could theoretically make rent more affordable, the highly competitive rental market makes it extremely difficult to exit homelessness.

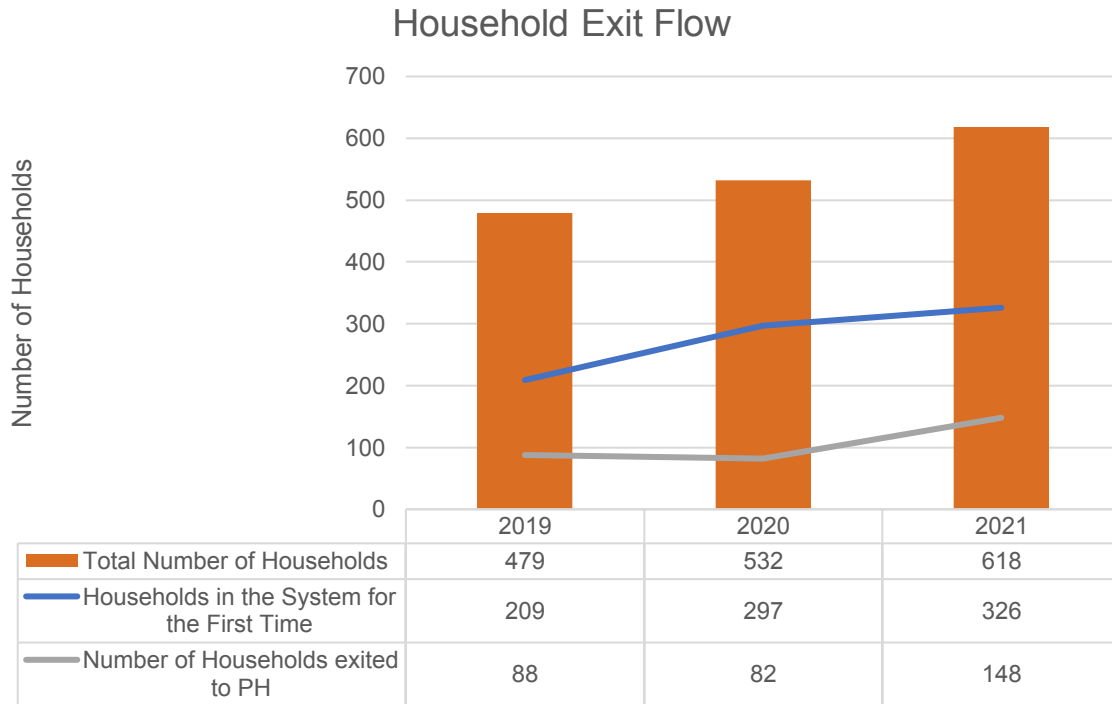
Issues Preventing Permanent Housing



Exits from Homelessness

In 2021, the percentage of people exiting to permanent housing destinations from other programs in the system of care grew to 33%; an increase from 2020, in which 23% exited to permanent housing destinations. Although this data indicates increasing success, substantially more exits to permanent destinations are needed to reduce the number of people experiencing homelessness overall. In addition, the rate of exits does not

match the rate of new households entering the system, so the number of people experiencing homelessness will continue to grow.



Of the households exiting to a permanent destination, a majority, or 104 households, obtained housing while staying at an emergency shelter. These households comprised 28% of total households that exited from emergency shelter. The other 72% of exits from emergency shelter exited to a temporary living situation, or their living situation was unknown, meaning a majority of people leaving emergency shelter don't move on to a permanent destination.

Systemwide, households exited from RRH projects had the highest proportional rate of moving to a permanent destination, with 72% of households exiting to a permanent housing. Because RRH provides short- to medium-term rental subsidy and supportive services, an exit to permanent housing most typically means that the household successfully transitioned to financial independence in their housing unit or acquired another kind of ongoing housing subsidy. Permanent supportive housing, on the other hand, typically has few exits: In 2021, 96% of people in Napa PSH projects retained their housing or moved into other permanent housing.

Demographic data shows that some subpopulations are less likely than the average household to exit to permanent destinations, suggesting there might be services gaps or additional supports needed for them. While on average, 33% of households exit to permanent destinations, only 25% households with a disabled household member exited to permanent destinations. This is especially significant as 54% of the households in the system of care include an individual with a disability. In the table below, a comparison can be seen between different types of households exiting to permanent destinations. For the race and ethnicity categories, it is important to note that the figure represents the race and ethnicity of the heads of household and adults, absent children. For households identifying as Hispanic/Latin(a)(o)(x), a higher proportion represent families that have adults and children.

System Exits to Permanent Housing Destinations by Subpopulation (2021)

	Percent of Total	Number of Households	Permanent Destinations Percent
All Households	100%	444	33%
Adult Only 55+	24%	106	37%
Fleeing Domestic Violence ²³	3%	12	25%
Households with a disabled member ²⁴	54%	240	25%
American Indian, Alaskan Native, or Indigenous	9%	42	37%
Hispanic/Latin(a)(o)(x)	40%	179	51%
Black	6%	26	12%
White	70%	313	29%

Returns to Homelessness

For the past three years, the proportion of households that return to homelessness from permanent destinations²⁵ has remained relatively stable, even as both the number of people experiencing homelessness and being served by the system has increased. In 2021, 9% of adult-only households returned to the homeless system from permanent housing destinations. Notably, no households that included minor children returned to homelessness between 2019 and 2021. Breaking down returns to homelessness by household characteristic, households with a head of household identifying as American Indian or Alaskan Native (33%) and those fleeing domestic violence (20%) have the highest rates of returns to homelessness, suggesting additional supports might be needed for those populations.

The vast majority of households that return to homelessness after securing permanent destinations had previously come from emergency shelter services. In 2021, 80 of the 86 households who returned to homelessness did so after moving from an emergency shelter to a permanent destination. More data is needed to analyze what kinds of stabilization or prevention services could be offered to help decrease the number of returns to homelessness.

²³ Domestic Violence Providers do not enter information on survivors in HMIS due to federal regulations. Survivors may be underrepresented in HMIS data.

²⁴ In the HUD HMIS Data Standards, a disabling condition is defined as, “A physical, mental, or, or emotional impairment, including an impairment caused by alcohol or drug abuse, PTSD, or brain injury that: is expected to be long-continuing or indefinite, substantially impair the ability to live independently, and could be improved by the provision of more suitable housing conditions.”

²⁵ Data includes households that return to homelessness within 12 months prior to the reporting period.

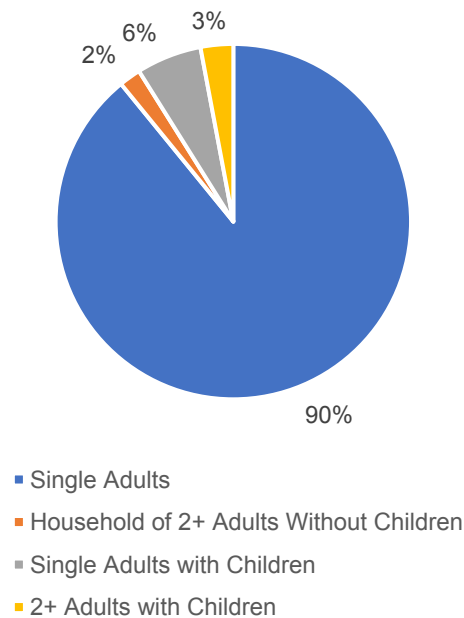
Special populations

Within the population of people experiencing homelessness, there are some subpopulations that experience specific barriers to housing or where there are specific gaps in service. Community survey results indicate that only 39% of service providers and 55% of people with lived experience believe that in the Napa homeless system of care, everyone is treated fairly and have access to homeless services and housing, regardless of who they are. The following section contains some additional information, derived from data sources and existing reports, as well as stakeholder feedback and other resources, on population-specific gaps and barriers.

Families with Children

In 2020, across the state of California, statewide data showed that 52% of people experiencing homelessness were in a household that had children. Napa’s percentages of homeless families are far lower than the state average. In 2021, families accounted for roughly 11% of those served by Napa’s system of care. On the one-night PIT Count, the number of Napa households that had at least one adult and one child decreased from 46 households in 2018 to 7 households in 2020. Households with children disproportionately identified as both White and Hispanic/Latin(a)(o)(x)²⁶, with 52% of households identifying as such. In comparison with adult-only households, households

Composition of Households Served in 2021



with children were less likely to be considered chronically homeless (13% vs. 31%), and over twice as likely to have an experience of domestic violence (43% vs. 19%). Respondents to the strategic plan survey ranked children and families as the top population in need of additional attention in the response to homelessness. Data shows that Napa County has been successful in doing so: In the 2020 PIT count, 5% of the total homeless population were members of households with minor children, and no unsheltered families with minor children were identified. Of note, however, is the fact that many families who are unstably housed – for example, families sharing the housing of other persons due to loss of housing or economic hardship and families residing in substandard or overcrowded housing – are considered homeless by the US Department of Education, but do not meet the HUD definition of homelessness.

“My family went through a housing crisis, with a 7-year-old girl and a newborn we spent two years without a home, living in precarious situations. Even though my husband worked at a

²⁶ Within the Homeless Data Exchange (HDX) data visualizer, Stella, only households that identify as both White and Hispanic/Latin(a)(o)(x) are shown as opposed to other racial and ethnic combinations or the total universe of people who identify as Hispanic/Latin(a)(o)(x).

winery full time, we couldn't even afford half the rent on an apartment. After a long wait we got a low-income apartment, for which I am very grateful, but the years we spent homeless were very difficult and sad.”

– Survey Respondent

These families are not included in local homeless data, and in accordance with funding regulations, they are not eligible for many state and federally funded homeless programs. These families are often considered a hidden homeless population. Providers working with children and families note that housing instability has a well-established detrimental impact on family well-being, physical health, emotional health, and educational performance.

Community service providers also reported that there are not sufficient shelter beds dedicated to families with minor children and wait lists for family shelter beds exceed wait lists for singles beds. However, while only 11% of the total homeless population seeking services through the system of care are families with minor children, and no unsheltered families were identified in the 2020 PIT count, 25% of the community's emergency shelter beds captured on the 2021 HIC Count are dedicated to families. Providers report that this may be because many families remain in unstable, unsafe, or overcrowded housing to avoid homelessness, and therefore remain on the cusp of meeting HUD's homeless definition. More exploration is needed to assess and address gaps in providing emergency housing and other services to homeless families.

Older Adults

On the 2020 PIT Count, roughly 32% of people experiencing sheltered and unsheltered homelessness indicated they were 51 years of age or older, with 13% noting that they were over 61. This proportion is slightly less than that of the general Napa population, in which approximately 40% of Napa residents are over 50 years old, according to the American Community Survey (ACS) 2020 Five-Year Estimates. National research²⁷ shows that people over 50 who are homeless experience the health consequences of premature aging, sometimes causing individuals to age 10 to 20 years beyond their chronological age, and are susceptible to increased disease and morbidity, as well as geriatric syndromes like falls, cognitive impairments, and frailty.

Older adults with who are unstably housed or experiencing homelessness may face additional barriers to securing permanent housing that meets their needs and supports successful aging. Providers report there is a shortage of long-term residential care facilities that are affordable and accessible for aging population of people experiencing homelessness, and even fewer options for those who need dementia care. Providers report they are often unable to secure appropriate placements for clients who require more intensive care than can be provided in a PSH setting. This report aligns with data that shows adults 55+ have one of the higher rates of returning to homelessness, with 25% returning to homelessness after leaving the Napa system of care. Providers report that many older adults could safely live independently with in-home supportive services and are eligible for Medi-Cal funded services, but such support is often unattainable due to a lack of professional care providers in the community.

Unaccompanied Youth

HUD defines unaccompanied youth as those under the age of 25 who are not in the physical custody of a parent or guardian. The number of unaccompanied youth has been steadily rising since 2018. On the 2018 PIT, there were 14 unaccompanied youth. In 2020, there were 54, representing an increase of almost 200%.

²⁷ See, e.g., https://nhchc.org/wp-content/uploads/2019/08/infocus_september2013-1.pdf.

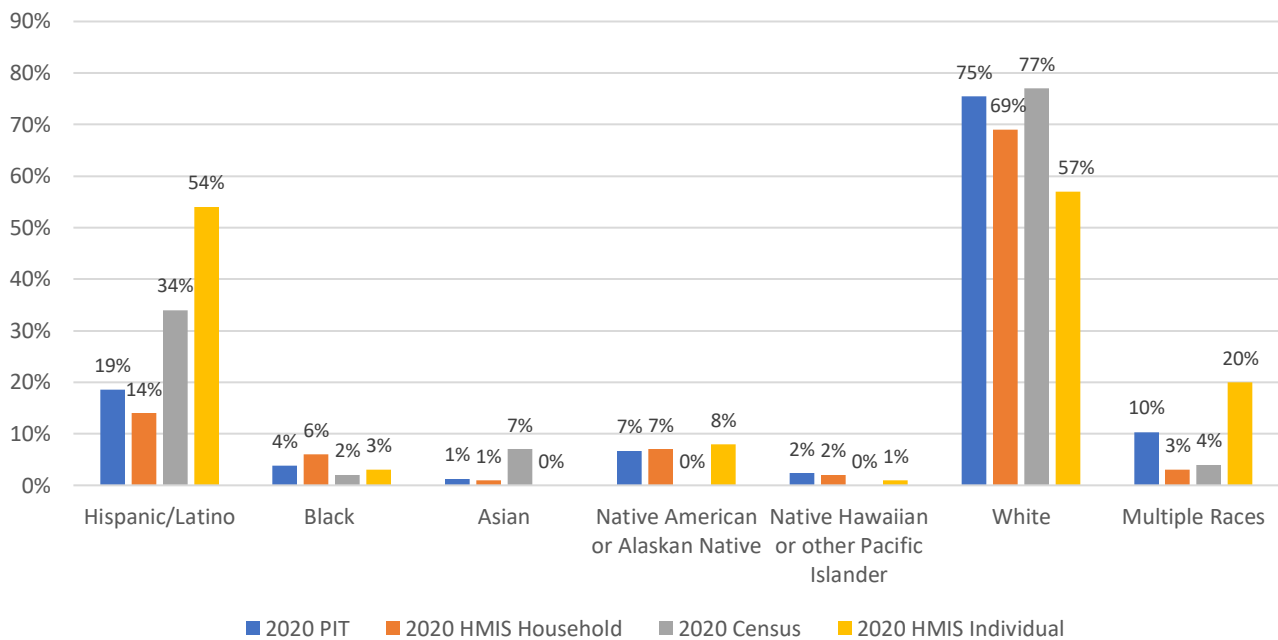
Transitional aged youth (TAY) ages 18-24 were also more likely to be engaging the system for the first time, with 73% reporting their first experience of homelessness. Additionally, the majority of TAY served in Napa are people of color, making TAY the most racially and ethnically diverse household type served. Only 27% of TAY identified as White Non-Hispanic/Non-Latin(a)(o)(x).

Providers report that youth who are not connected to the foster care or mental health system may fall through the cracks. Providers report targeted and coordinated outreach is needed to engage homeless youth in the homeless system of care. Providers also report that there is a need to tailor services and programs to meet the unique treatment needs of transitional age youth, which may include a greater focus on education, employment, family reunification, and diversion efforts.

Race/Ethnicity

The chart below shows the race and ethnicity of people accessing or identified in Napa’s homeless system of care as compared to Census information. The race and ethnicity of the heads of households and adults is represented in orange, and the race and ethnicity of all individuals overall in a household is represented in yellow. This shows that households that are Hispanic/Latino and multiple races have substantially larger household sizes than other racial/ethnic groups, signifying that these groups have more families with children, are more likely to be partnered, or a combination of both.

Race/Ethnicity Comparison



In Napa, people who identify as Native American or Alaskan Native are consistently overrepresented across data sources as experiencing homelessness in comparison to their proportion to the general population. According to the 2020 American Community Survey (ACS) estimates, close to 0% of the overall population of Napa County identify as Native American or Alaskan Native. Comparatively, they represent 7% of the individuals counted on the PIT, 7% of the heads of households, and 8% of the total overall individuals served by the system.

For people who identify as Hispanic or Latino, understanding the data gets a bit more complicated in part due to the differing ways the data are collected and presented across data sources. Within HUD’s Homeless Data Exchange (HDX) data visualizer, Stella, information about ethnicity is only available for heads of households

and adults who identify as White and Hispanic/Latino or White non-Hispanic/Latino. This limits the numbers of people who might identify as Hispanic but not White, and also obscures the types and sizes of households being served.

Understanding the differences in how these data are collected and what they include is key. When looking purely at data from a household perspective, it seems that people who identify as Hispanic/Latino are served at a rate higher than their occurrence in the general population. However, when factoring in data about Hispanic/Latino household size and those who identify as multiple races, Hispanic/Latino households may actually be underserved in comparison to their proportion of the general population. Black households served in the system appear to be overrepresented, comprising 2% of the Napa population but 4% of those surveyed on the PIT. Providers identify language access for those with limited English proficiency and barriers for the undocumented community as the key priorities for improving equity for the Latinx community.

Limited English Proficiency

The 2019 American Community Survey indicates that people with Limited English Proficiency (LEP) make up 15% of the Napa population. The vast majority of these individuals (85%) are Spanish speakers. The homeless system does not currently collect data on LEP clients, making it difficult to quantify service disparities impacting the monolingual Spanish-speaking community or speakers of other languages. Provider responses indicate that monolingual Spanish-speaking clients may not successfully progress through the homeless system at the same rate as English-speaking clients. Street outreach staff reported being aware of and engaging with monolingual Spanish speakers, but emergency shelter providers report rarely serving monolingual Spanish speakers. No CoC-funded PSH provider could recall receiving a CES referral for monolingual Spanish-speaking household, and Rapid Rehousing providers were unsure if monolingual Spanish speaking households were referred to or enrolled in their programs.

The community identified several key barriers faced by monolingual Spanish speakers. First, outreach services are not readily available in Spanish. Interviews, surveys, and focus group respondents report that there very few Spanish-speaking outreach staff. Provider survey respondents and focus groups consistently stated that the system should prioritize increasing the number of bilingual outreach staff. At the time of this gaps analysis, there were no bilingual outreach workers. While all outreach staff have access to phone translation services, not having Spanish-speaking staff presents a huge barrier to engagement and relationship building. Second, focus groups and survey responses indicated that the homeless system of care does not provide clear uniform messaging on how to request homeless services, and there is no central phone number or walk-in location that is well known across the community. While this presents a challenge for all households seeking services, focus groups reported this is a significantly greater barrier for households that cannot readily seek guidance from service providers due to language barriers. Focus groups and survey respondents indicated that targeted outreach, collaboration with trusted messengers, and planning efforts are needed to meet the needs of the LEP community.

Persons who are Undocumented

In 2012, 12% of Napa County residents were estimated to be undocumented. Ascertaining the size of the undocumented population is difficult. Estimates vary according to the methodology used. There have been few more recent attempts to determine the size of Napa's undocumented population. Of note, PEW research estimates that the undocumented population in CA declined by 28% from 2012 to 2017. Just as there are many factors that make it difficult to determine the size of the undocumented population, there are many factors that make it difficult to quantify disparities impacting the undocumented community. The homeless system of care does not collect or record data elements related to immigration status. In addition, providers

report that undocumented residents often live in overcrowded or substandard housing to avoid the visibility and stigma associated with street homelessness.

Community leaders report that undocumented individuals avoid accessing homeless services due to fear of the potential immigration consequences of engaging with public assistance, especially in the context of potential unpredictable changes to immigration policy. Despite these data limitations, providers and community experts reported they have observed a range of barriers impacting the undocumented community. Legal providers report that it is “nearly impossible” for undocumented households to access trustworthy, affordable legal guidance. Homeless providers reported being unaware of which programs and services undocumented households are eligible to access, and which services they can access without risking consequences, meaning they are unable to confidently provide advocacy and support to undocumented clients. One homeless provider noted that people who are undocumented may delay accessing healthcare until their healthcare needs are emergent due to concerns about cost and consequences of accessing medical care. People who are undocumented cannot access the public benefits that allow many low-income individuals to age in place, such as Medicare, Medi-Cal, Social Security, and HUD-subsidized housing for seniors and adults with disabilities, which may make them more likely to fall into homelessness as they age. More exploration is needed to determine how relationships and trust can be built with the undocumented community and how resources can be developed and strengthened to meet the community’s needs.

Chronic Homelessness

Individuals who have a disabling condition and have been homeless for more than 365 days continuously, or over the past three years, are considered chronically homeless. While Napa has a higher proportion of chronically homeless individuals than peer communities, PIT and program enrollment data shows that proportion of people in Napa who are chronically homeless has been decreasing. Interestingly, the number of chronically homeless households served by the system of care dropped 11% between the 2019 and 2020 reporting periods. In 2021, the number of chronically homeless households remained relatively stable, with only 2 additional chronically homeless households being served between 2020 and 2021 (208 vs. 210 households). Additionally, more households who have experienced homelessness for less than a year in 2021 have no reported disabling condition that would qualify them for chronic homeless status.

In the first half of 2022, 20 potential households, or 3% of those in the system, may earn the chronically homeless designation as they will have fulfilled the requirements of having both a disabling condition and the requisite 365 days of homelessness. After that, there are 169 households that could potentially gain the designation within the next year, or 25% of the households served overall. This means that the potential number of chronically homeless households could increase substantially in the next year if they are not connected to permanent housing. Providers report that chronically homeless individuals often have complex medical, mental health, and substance related needs and are best served by permanent supportive housing programs that can provide housing and case management support that is not time limited. However, due to the extremely limited availability of PSH, chronically homeless individuals must often choose between waiting for a long time for services or accepting RRH services that may not provide the long-term support they need to maintain housing.

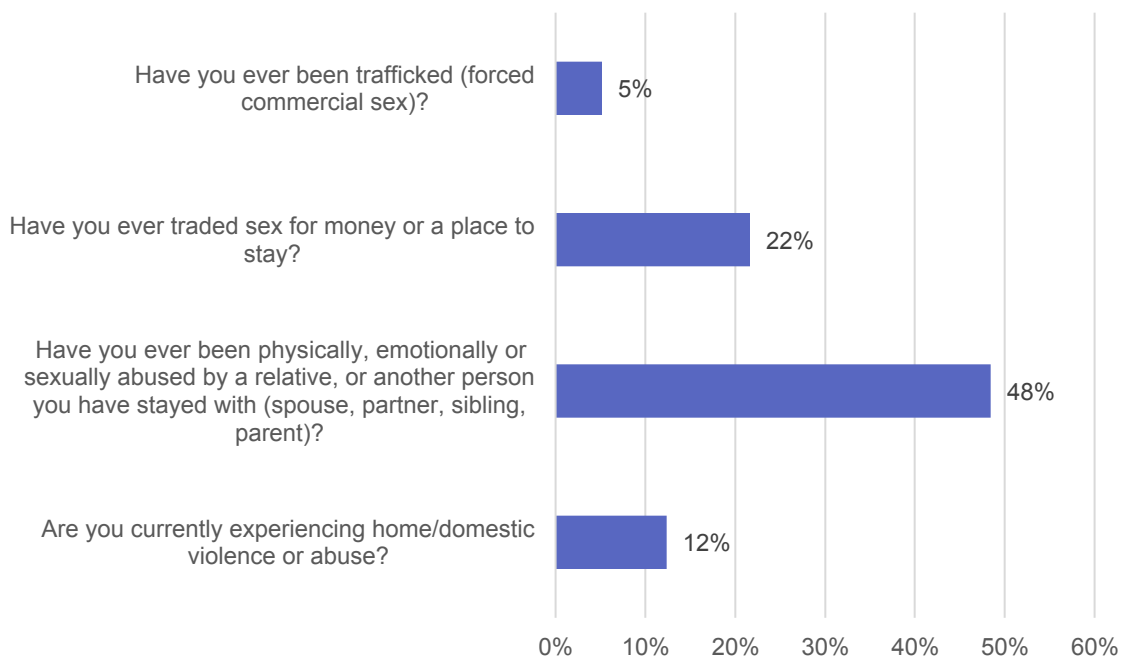
Domestic Violence

Across California, 18% of those served in the homeless system have experienced domestic violence. In Napa, 24% of those served in the system of care reported having experienced domestic violence. Napa PIT survey data shows that the number of people reporting they are survivors of domestic violence has been increasing over the past three years. Between 2019 and 2020, the number of people who reported being survivors of domestic violence increased by 159%, from 32 to 83 adults. These numbers may be higher than the data indicates, as individuals fleeing domestic violence who seek assistance exclusively from a domestic violence

provider are not reflected in homeless system of care data. These data trends could indicate increasing rates of domestic violence and a need for additional supports and services for survivors. Local domestic violence providers have pointed to an increase in the number and severity of domestic violence reports over the past 2 years, attributed to household stressors and lockdowns during COVID-19. Providers serving survivors of domestic violence and trafficking note specific challenges to serving survivors, including that some sources of federal and state funding are not available to them due to requirements of implementing federally mandated data systems, as well as the need to protect survivor confidentiality while accessing mainstream systems of care.

Looking at additional insights from the 2020 PIT survey, although only 12% of people reported that they were currently experiencing domestic violence or abuse, 48% of reported having experienced physical, emotional, or sexual abuse by someone they stayed with. A chart with additional related survey responses can be viewed below. Given that instances of domestic violence have shown to be increasing during shelter-in-place,²⁸ this could be an important figure to track as data from 2022 becomes available.

2020 PIT Survey Responses



Persons who have been Convicted of a Crime

In focus groups and stakeholder interviews, service providers noted that people convicted of a crime often face additional barriers to obtaining housing. Clients with criminal convictions are often denied rental units. Those with violent or drug-related criminal activity within the last two years may be found ineligible for some forms of HUD-subsidized housing. For those who are required to register as sex offenders, there are often no housing options available and even many programs that target those with convictions are inaccessible. For example, the County’s Fresh Start Housing program, which provides housing for adults with severe mental illness who have histories of homelessness, is inaccessible to registered sex offenders since it is next to a preschool.

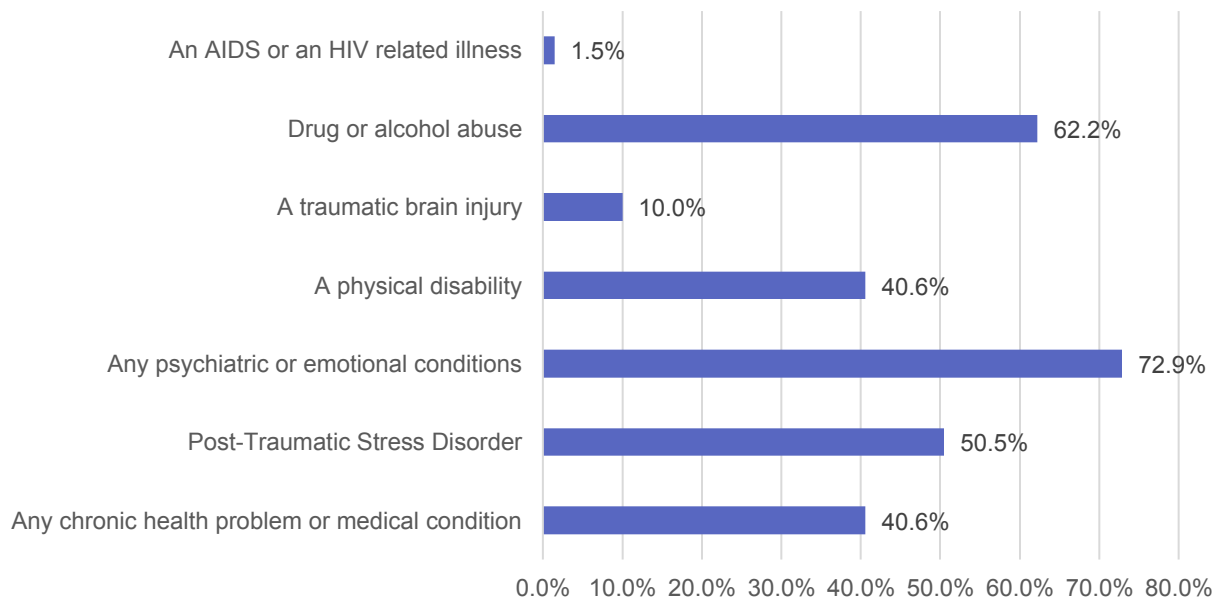
²⁸ Piquero, Alex R., Wesley G. Jennings, et al. *Domestic Violence During COVID-19: Evidence from a Systematic Review and Meta-Analysis*. Washington, D.C.: Council on Criminal Justice, March 2021

Service providers also reported that many registered sex offenders are unable to reside with family or friends due to concern about the stigma of having their address appear on sex offender registries. Similarly, they are also denied rentals from private landlords. People with lifetime registration requirements are barred from HUD’s Housing Choice Voucher (HCV) Program.

Persons with Disabilities

In 2021, 64% of those served by the Napa system of care had some kind of disabling condition,²⁹ a rate 21% higher than the state average. Specific disabilities and conditions can be broken down further and understood using PIT survey data. Although each self-reported health condition won’t necessarily directly equate to a disability, they can help provide insights into the types of health issues people in the community experience. The most frequently reported conditions include a psychiatric or emotional condition (73%), drug or alcohol abuse (62%), and post-traumatic stress disorder (51%). A full list of reported health conditions can be seen in the chart below.

Reported Health Conditions

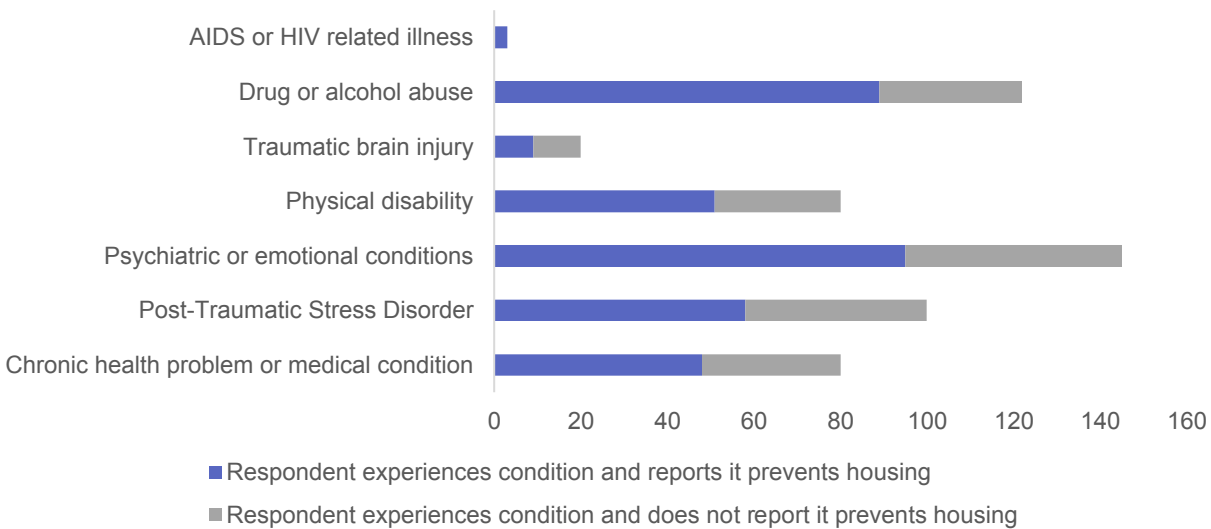


As can be seen from the PIT survey, clients reported that these conditions often prevented them from obtaining housing or from being stably housed. In fact, with the exception of those who reported traumatic brain injury, a majority of those who reported a condition also said that condition prevented their housing stability. Providers noted that those with more severe disabilities can often require in-home supportive service to maintain independent housing.

Even though many homeless and formerly homeless individuals are eligible for Medi-Cal funded in-home supportive services (IHSS) that could assist with basic care, there are not enough IHSS workers in Napa to meet community demands. For people with disabilities that prevent them from performing basic self-care tasks, such as bathing and dressing without assistance, there are no emergency housing options available.

²⁹ Defined as one of the following conditions: a physical disability, chronic health condition, mental health problem, and/or substance abuse issue expected to be of long-continued and indefinite duration and substantially impairs ability to live independently; a developmental disability; and/or HIV/AIDS

Impact of Health Conditions on Obtaining Housing 2020 PIT Survey



Providers report that as Napa’s PSH programs do not typically directly provide clients with sufficient support from licensed mental health professionals, current programs may not meet the needs of participants with serious mental illness (SMI). They also note that many individuals who are homeless and have a SMI may be best served by residential programs that provide more intensive support. However, county-funded residential program beds are assigned through a different process, and clients may benefit from increased system-level coordination to streamline and integrate these processes.

In focus groups and stakeholder interviews, providers noted that clients with high mental health service needs have difficulty being matched to the right level of care and support to help them access and maintain housing. Community case workers and other providers reported that clients in the emergency medical and shelter systems often have intensive medical, mental health and substance abuse needs, and there are limited on-site or community-based resources to meet these needs. Community caseworkers serving clients in scattered site permanent supportive housing may require more time to travel between scattered site units and develop relationships with multiple landlords.

Shelter staff cannot provide self-care assistance. Although policies allow care providers to come onsite to assist residents, it is extremely difficult to obtain a care provider. Shelter staff and community case managers reported there are not enough community-based mental health clinicians to help high-acuity individuals break down barriers that may cause or exacerbate homelessness. Providers report that existing programs that provide wraparound community-based services do not have capacity or funding to address the needs of all homeless people with disabilities requiring community-based support.

LGBTQ

Although there are few places an individual’s LGBTQ+ identity is collected or consistently collected, it is collected through the community’s PIT survey, with gender identity specifically being tracked across CoC and state programs. According to the 2020 PIT, approximately 11% of people identified as being something other than heterosexual, with 1% of people identifying as something other than cisgender³⁰ (such as transgender or

³⁰ Cisgender typically designates that an individual identifies with the gender that they were assigned at birth. For individuals who identify with a gender other than what they were assigned at birth, they might consider themselves transgender or non-binary depending.

non-binary). While transgender and gender non-confirming people often make up a small number of the homeless population, LGBTQ+ people are over-represented across homeless systems of care nationwide at increasing rates.³¹ Studies have shown that nearly one out of three transgender and gender non-conforming people experience homelessness at some point in their lives, and many report experiences of discrimination and denial of services and housing.³² Because of this, they may not be comfortable disclosing their identity and are often not accurately reflected in PIT counts and HMIS data. Community providers point to the need to complete a targeted assessment of program policies, procedures, and client-facing materials and provide staff training to ensure that providers create inclusive spaces for LGBTQ clients.

People Exiting Institutions

HUD defines people exiting institutions as people exiting jail, substance abuse, or mental health treatment facility, hospital, or other similar facilities. Providers across the system of care indicate that many individuals exiting institutionalization settings are medically and mentally stable and sober at the time of discharge, and able to engage around housing goals, but rapidly decompensate when discharged to shelters or the streets. Providers reported that people exiting institutionalization would often be best served by a transitional housing or treatment setting that provides a supportive environment so they can maintain stability, but it is very rare that placement is readily available at these settings.

Criminal justice and homeless system providers report a need for improved cross-system collaboration to support individuals exiting incarceration. Providers reports that while there are providers in jail that connect inmates with public benefits and provide mental health services and discharge planning, those providers do not have capacity to serve all inmates needing services. Providers report that although many inmates with substance abuse histories obtain sobriety while in jail and would like to exit directly to substance abuse treatment, it is very hard to find available placements for inmates and they often return to homelessness. The California Council on Criminal Justice and Behavioral Health reports key systemic barriers to housing people exiting incarceration, including silos between criminal justice and other systems, lack of data regarding the intersection of homelessness and incarceration, lack of resources and stigma among housing providers, and regulatory barriers to accessing housing.³³ In alignment with these findings, local providers report they often encounter parolees who are exited from prison without a housing plan in place.

Federal regulations define those who have been in an institutional setting for more than 90 days as “housed,” and ineligible for homeless services. People who were homeless prior to institutionalization may exit residential settings, such a mental health or substance abuse treatment, prematurely due concerns about becoming ineligible for homeless services if they remain in treatment. Providers report that this may disproportionately impact older adults, who may be more likely to require hospitals or nursing home stays that exceed 90 days.

³¹ National Alliance to End Homelessness, Trans and Gender Non-Conforming Homelessness. (2017). <https://endhomelessness.org/trans-and-gender-non-conforming-homelessness/>

³² Sandy E. James and others, The Report of the 2015 US Transgender Survey. National Center for Transgender Equality. 2016. Available at: <https://www.transequality.org/sites/default/files/docs/usts/USTS%20Full%20Report%20-%20FINAL%201.6.17.pdf>

³³ The Council of State Governments, Reducing Homelessness for People with Behavioral Health Needs Leaving Prisons and Jails. February 2021. https://csgjusticecenter.org/wp-content/uploads/2021/02/Reducing-Homelessness-CA_Final.pdf

NAPA CITY-COUNTY CONTINUUM OF CARE STRATEGIC PLAN: GOALS AND STRATEGIES

The following goals and strategies represent communitywide feedback on how to reach the community goal of making homelessness for individuals and families in Napa County rare, brief, and nonrecurring. These goals and strategies are intended to guide the Napa Continuum of Care's (CoC) planning efforts to reach that community goal. A key role of the CoC is to make recommendations for the homeless system of care and other local stakeholders to consider when implementing programs, as well as to identify points of advocacy and community organization needed to effectively address homelessness. These goals and strategies represent best-practice recommendations and ways to address identified needs in Napa County, as suggested by local governments, community-based organizations, healthcare and other service providers, people with lived experience, business leaders, and others in the community.

The goals and strategies presented are not a community mandate, but a set of recommendations that will be adapted to address a dynamic and complex issue. Achieving these goals will require funding and cross-system alignment. These goals and strategies represent the CoC's recommendations for a three-year period beginning July 2022. The CoC acknowledges that there are funding limitations, and the system may need more than three years to consider and implement each strategy and goal. The CoC intends to regularly review the plan and collaborate with member agencies to provide an annual progress report, and to revisit and update the plan in 2025.

Through an analysis of community feedback, data, and reports, five main goals were established to address homelessness in Napa County:

1. **Expand access to permanent housing**, including permanent supportive housing, rapid rehousing, and other housing opportunities, for people experiencing or at risk of homelessness
2. **Prevent households from becoming homeless** for the first time, and rapidly rehouse newly homeless households.
3. **Expand access to and quality of services** for people experiencing homelessness in Napa County.
4. **Build upon cross-system partnerships and collaborations** to target and serve all people experiencing homelessness in Napa County.
5. **Ensure that Diversity, Equity, Inclusion, and Belonging are core considerations** in program development and that all members of the community have equal access to care.

Goal 1: Expand access to permanent housing, including permanent supportive housing, rapid rehousing, and other housing opportunities, for people experiencing or at risk of homelessness

Strategies for review and possible implementation include:

1) Streamline and help coordinate creation of new units specifically for people experiencing homelessness

- a. Explore ways to create opportunities for developers, City and County staff, anchor services providers, and other relevant stakeholders to collaboratively identify ways to expand new housing opportunities for people at risk of or experiencing homelessness
- b. Continue to support local policies that require developers to set aside units for people experiencing homelessness at housing projects in development
- c. Identify tools and methods to support housing developers in applying for construction, renovation, and rehabilitation funds for units that will be dedicated to people experiencing or at risk of homelessness
- d. Advocate for the expansion of local, including philanthropic and municipal, funding for housing development to provide additional local matching leverage
- e. Advocate for local zoning codes that increase affordable housing opportunities
- f. Identify potential local regulatory barriers to housing development targeted towards people experiencing or at risk of experiencing homelessness

2) Advocate for projects in development to include deed-restricted units for people experiencing homelessness

3) Develop standard operating procedures and strategies for community engagement for new properties that include low-income and homeless units

4) Support opportunities for existing residential units to be affordable and accessible for people experiencing homelessness

- a. Seek opportunities to expand the availability of rental subsidies and voucher programs targeted to individuals experiencing homelessness
- b. Explore ways to increase pool of participating landlords through utilization of landlord engagement and risk mitigation strategies

- c. Partner with faith-based and service organizations and community groups to expand network of landlords, increase awareness of homeless programs, highlight successful efforts with landlords, and share information about the cost-savings to the community and positive impact for people who exited homelessness.
- d. Engage private partners, such as service agencies and the faith community, to encourage monetary contributions to the Landlord Mitigation and Flexible Housing Funds.
- e. Collaborate with local criminal justice system partners to discuss barriers and identify solutions to housing those with felony convictions.
- f. Expand opportunities to create shared housing programs based on existing successful community models to utilize single family homes, and 2- and 3-bedroom units, coordinating across programs as much as possible
- g. Explore funding sources to support expanding the Housing Choice Voucher Tenancy Care program to serve all housing programs, while ensuring housing navigation remains available for all housing program clients.

5) Identify properties not used for housing that may be available for conversion to affordable housing for people experiencing homelessness

- a. Create list of potential Homekey eligible sites to quickly leverage new funding

6) Identify opportunities to expand permanent housing and supportive service options that meet the needs of subpopulations exiting homelessness including aging and older adults, adults with disabilities, and transitional-aged youth

- a. Seek funding to develop permanent supportive housing that meets the needs of the highest acuity individuals by partnering with community healthcare and mental healthcare providers to provide comprehensive, intensive, in-home medical and mental health support
- b. Explore ways to increase access to community based medical case management and interdisciplinary care
- c. Advocate for increased access to in-home caregiving services such as incentive programs and recruitment strategies to increase pool of In-Home Supportive Services workers
- d. Identify ways to expand home share programs targeted to seniors and caregivers

Goal 2: Prevent households from becoming homeless for the first time, and rapidly rehouse newly homeless households

Strategies for review and possible implementation include:

- 1) Create and implement a system-wide diversion and homeless prevention program across all homeless programs, with flexible funding and services designed to meet the needs of people risk of experiencing homelessness**
- 2) Provide ongoing education and training on problem-solving conversations and other case management best practices that support diversion and rapid resolution**
- 3) Engage nontraditional community partners in creating and supporting homeless prevention efforts**
 - a. Increase coordination with foster care to prevent homelessness for those aging out of care
 - b. Increase prevention and legal advocacy resources targeted to undocumented households at risk of losing housing as well as to other at-risk households
 - c. Increase coordination with probation to provide homeless prevention services for those at risk of losing housing during incarceration or exiting into homelessness
 - d. Explore ways to coordinate discharge procedures for criminal justice involved individuals
 - e. Engage partners in exploring case management, legal, and advocacy strategies to better implement anti-discrimination and other tenancy rights, including fair housing, reasonable accommodations, and others
- 4) Investigate and advocate for implementation of best practices in tenant protections.**

Goal 3: Expand access to and quality of services for people experiencing homelessness in Napa County

Strategies for review and possible implementation include:

1) Ensure streamlined and equitable access to homeless outreach for the full geography and population of Napa County

- a. Diversify outreach strategies to include utilization of trusted messengers through peer support programs, key Facebook pages and groups, and other forms of social media people experiencing homelessness use to receive information and communicate
- b. Seek opportunities to fund a peer support program as part of an interdisciplinary outreach approach to utilize peers with lived experience of homelessness for street outreach, system navigation, and leadership and job development
- c. Ensure all outreach, shelter, and referral agencies have access and training to effectively link people to housing focused resources
- d. Develop partnerships to increase outreach and services available to communities outside the City of Napa.

2) Improve access to safe and supportive low-barrier temporary housing options for all families and individuals

- a. Explore ways to increase the availability of emergency shelter options for families and individuals
- b. Develop a diversion/prevention resource program and identify financial resources to sustain program on an ongoing basis
- c. Explore ways to increase on site-services at emergency shelter sites to reduce barriers to admission and improve housing outcomes for residents
- d. Advocate for the co-location of on-site community and social services at emergency shelter locations.
- e. Review shelter policies and strategies to reduce barriers for those clients with pets
- f. Evaluate the feasibility of a safe parking program with emphasis on space for RVs, with on-site access to supportive services

3) Deepen integration and coordination of access to shelter services that meet the needs of clients with disabilities

- a. Evaluate the need for clinicians to provide documentation of specific disabilities and identify ways to create partnerships to address needs
- b. Explore emergency housing options for those who cannot currently be safely served in congregate shelter due to medical or mental health needs.

4) Explore ways to strengthen partnerships between fair housing advocacy agencies and homeless service providers to expedite access to legal aid and housing advocacy for people experiencing or at risk of experiencing homelessness.

Goal 4: Build upon cross-system partnerships and collaborations to target and serve all people experiencing homelessness in Napa County

Strategies for review and possible implementation include:

1) Utilize and expand upon existing partnerships to expand access to mental health services for people experiencing homelessness

- a. Coordinate the use of the county mental health mobile crisis team to reduce hospitalization or incarceration of people experiencing homelessness
- b. Explore need for geographic expansion of services targeted towards individuals with high service needs
- c. Work with local health care systems to support medical respite beds for discharging and medically fragile individuals experiencing homelessness

2) Expand access to substance abuse treatment for people experiencing homelessness

- a. Explore ways to streamline pathways and partnerships to increase access to substance abuse treatment and other housing focused services for those exiting criminal justice or institutional settings
- b. Explore opportunities to develop partnerships to improve discharge planning for clients that do not have a housing plan upon completion of treatment.

3) Increase coordination of cross-system case management to provide integrated care that promotes successful housing outcomes

- a) Develop streamlined processes for providers, and city and county agencies/departments to engage joint outreach and case planning with shared clients
- b) Build cross-system partnerships with agencies serving homeless youth to ensure that the families of youth who lack a fixed, regular, and adequate nighttime residence, but do not meet HUD criteria for homelessness, are provided with prevention and diversion resources, and educated on rights and services provided under the McKinney-Vento Act
- c) Increase cross system partnerships with agencies servicing aging and older adults to develop innovative solutions to meet the housing needs of the aging population

Goal 5: Ensure that Diversity, Equity, Inclusion, and Belonging are core considerations in program development, service delivery, governance, and that all members of the community have equal access to the system care

Strategies for review and possible implementation include:

- 1) **Establish a Lived Experience Advisory Board to incorporate guidance from those with lived expertise into CoC level decision making impacting the homeless community**
- 2) **Explore the establishment a formal system-level Diversity, Equity, and Inclusion workgroup, comprised of cross-system leaders, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care**

3) Provide accessible and regular DEI training and resources to homeless system staff, including access to voluntary trainings and materials for self-guided learning

a. Provide training for all system of care providers on cultural competency, service eligibility, and considerations when serving the undocumented community

4) Develop and implement a Language Access Plan for city outreach and emergency shelter programs, encompassing standards, policies, procedures, to ensure the Spanish speaking community has equal access to the front door on the system of care

5) Continue efforts to analyze and ensure equal access for Black, Indigenous, and People of Color, and ensure programs are meeting the needs of those communities

6) Develop processes for cross system training, referral, and technical assistance with local LGBTQ organizations to ensure the system of care provides inclusive and equitable care to members of LGBTQ community experiencing homelessness

7) Partner with religious institutions, non-profits, and legal aid organizations serving the Latinx community to develop a comprehensive outreach and engagement plan that meets the needs of the monolingual Spanish speaking and undocumented community

8) Build partnerships with tribal entities and organizations serving Native American communities to increase the reach of the system of care

9) Review current coordinated assessment tool and assessment process to ensure it meets the needs of the Napa community, including people of all ages, races, and ethnicities

Appendix I: 2022 Napa Homeless Resources

The following is a *non-exhaustive* list of Napa community resources and agencies providing services to individuals experiencing homeless or at risk of homelessness. The table is intended to provide a high-level overview of key programs and services currently serving the Napa community.

Program	Prevention & Referral	Outreach & Drop-In Services	Shelter & Transitional Housing	Permanent Supportive Housing	Rapid-Rehousing	Other Housing	Care Coordination & Case Management	Healthcare	Behavioral Healthcare	Employment	Criminal Justice Diversion/Re-Entry	Other (Food, Transportation)
Abode Services: operates homeless outreach teams covering the County geography, the South Napa Shelter (101 bed emergency shelter), Winter Shelter (seasonal 55 bed emergency shelter), South Napa Day Center, Rapid Re-Housing, and permanent supportive housing	X	X	X	X	X		X					
Bucklew Programs, Supportive Living Program: provides permanent supportive housing to individuals with serious mental illness who are chronically homeless				X								
Catholic Charities Archdiocese of Santa Rosa: operates Rainbow House family shelter (serves 7 family units), operates 5 permanent supportive housing beds at Red House, and operates Nightingale, an 11-bed medical respite facility for individuals experiencing homelessness or at risk of homelessness exiting the hospital.			X	X								
Community Action Napa Valley: Operates a culinary training program for homeless and low involve individuals, operates the Kids Development and Family Program to provide early education to homeless and low-income children between 18 months and 5 years old, and operates meals on wheels.										X		X
Housing Authority of the City of Napa: administers numerous subsidized housing programs that prioritize individuals experiencing or at risk of homelessness, including Shelter Plus Care, the Mainstream Voucher Program, Emergency Voucher Program, HUD-VASH, and Non-Elderly Disabled programs.				X		X						

Program	Prevention & Referral	Outreach & Drop-In Services	Shelter & Transitional Housing	Permanent Supportive Housing	Rapid-Rehousing	Other Housing	Care Coordination & Case Management	Healthcare	Behavioral Healthcare	Employment	Criminal Justice Diversion/Re-Entry	Other (Food, Transportation)
Mentis: Operates Satellite Housing (transitional housing program), Permanent Supportive Housing for 8 individuals with a history of chronic homelessness, and a residential culinary training program in partnership with Salvation Army.			X							X		
Napa County Health and Human Services Agency Mental Health Division: provides mental health and substance abuse treatment programs, including psychiatric emergency response, medication, case management, day treatment, and outpatient counseling. The Full-Service Partnership Programs provide intensive community-based mental health services targeted to children, transitional aged youth, adults, and older adults with complex mental healthcare needs who are experiencing or at risk of experiencing homelessness through. The Forensically Embedded Mental Health Services Program partners with the Napa Police and County Sherriff's Departments to provide assistance and service referrals to individuals in need of mental health or substance abuse treatment who may be homeless or experiencing other needs.	X	X					X		X		X	
Napa Police Department: Refers homeless persons to shelters and services	X	X										
NEWS (20 emergency shelter beds for families)	X	X	X		X		X					
Ole Health: provides healthcare services to all low-income and homeless individuals in the county, runs a health clinic at South Napa Shelter								X	X			
Queen of the Valley Medical Center/ CARE Network: Provides community-based case management for low income individuals with chronic medical conditions through outreach, collaboration, and formal partnerships with homeless providers.							X	X	X			
San Francisco VA Medical Center HUD-VASH Program: Provides case management and supportive housing to homeless Veterans through partnership with HACN				X								
Nation's Finest SSVF Program: Provides rapid rehousing to Veterans experiencing homelessness					X							

Program	Prevention & Referral	Outreach & Drop-In Services	Shelter & Transitional Housing	Permanent Supportive Housing	Rapid-Rehousing	Other Housing	Care Coordination & Case Management	Healthcare	Behavioral Healthcare	Employment	Criminal Justice Diversion/Re-Entry	Other (Food, Transportation)
The Progress Foundation, Hartle Court Housing Complex: six two-bedroom units of transitional housing for transitional age youth aging out of foster care, 18 permanent supportive housing beds for adults who are homeless or at risk of homelessness and have mental health conditions.			X	X								
Napa Valley Community Housing, Whistle Stop Townhomes: property includes four three-bedroom townhomes reserved for transitional housing			X									
Napa County Health and Human Services Agency, Self-Sufficiency Services Division: operates the Housing Support Program (HSP), Homeless Disability Assistance Program (HDAP), Bringing Families Home (BFH), and other employment/supportive programs for individuals and families on public assistance working towards self-sufficiency.	X				X		X		X	X		X
Fair Housing Napa Valley: provides a variety of housing counseling programs to all Napa County residents that primarily serve low-income tenants. These programs include fair housing, landlord/ tenant counseling, and education and outreach. All agency programs prioritize preserving client housing and preventing eviction wherever possible, particularly as the covid-19 pandemic and regional housing crisis have impacted local housing security and availability of alternate housing. Additional services include intake, investigation, enforcement, information/ referral, and mediation.	X	X										

Appendix II:

Homeless Housing, Assistance, and Prevention (HHAP) Round 3 Homeless Action Plan Tables

Napa's homeless system of care receives funding from the California Interagency Council on Homelessness (Cal ICH) Homeless Housing, Assistance, and Prevention Program (HHAP). Cal ICH requires that communities applying for Round 3 of HHAP funding include certain key information in their community Homeless Action Plan, and that these tables be agendized for public discussion. Cal ICH provided template tables to assist communities in ensuring their Homeless Action Plans contain this key information, some of which must be based on community data as supplied by Cal ICH. This section includes the 5 tables Cal-ICH has provided and recommended for community use. These tables, developed through community input and discussion, are described below.

These Outcome Goals and Actionable Strategies should be reviewed with the following considerations in mind:

1. Cal ICH requires communities to develop goals using data provided by the state of California. Some of the state provided data differs from local data that is submitted to HUD. The City of Napa and County of Napa is working to better understand discrepancies in data and accurately convey state provided data for future analysis.
2. It is difficult to predict the long-term impact of COVID-19 on the Napa community's housing needs and system of care resources. These outcome goals are developed using baseline data gathered from July 2019- July 2020 and include pre-pandemic and early pandemic months. The scale and scope of the community's needs changed dramatically during the pandemic. The pandemic also changed the homeless funding and resource landscape in unprecedented and unpredictable ways.
3. Despite these limitations, these tables represent best efforts to provide data-informed and quantifiable outcome goals and actionable strategies that can be used to track community progress over the course of the HHAP-3 funding cycle.

Table Title	Purpose	Data Source
Table 1: Landscape Analysis	Table 1 provides Cal-ICH required data on people experiencing homelessness in Napa, drawing directly from the Point in Time Count.	2020 Point in Time Data
Table 2: Services Provided	Table 2 provides Cal-ICH required data on people participating within or being served by different intervention types, including subpopulations that are underserved relative to their proportion of individuals experiencing homelessness in the jurisdiction.	Homeless Management Information System (HMIS)
Table 3: Funding Analysis	Table 3 identifies and documents all funds including state, federal and local funds, currently being used, and budgeted to be used, to provide homelessness-related services and housing opportunities.	County of Napa, City of Napa
Table 4: Outcome Goals	Table 4 outlines Outcome Goals required by Cal-ICH for the progress that communities will make in preventing and reducing homelessness over the three-year period of July 1, 2021 through June 30, 2024, informed by the findings from the local landscape analysis information completed above and the jurisdiction’s base system performance measures from the 2020 calendar year data in the Homeless Data Integration System.	Baseline data provided by Cal ICH
Table 5: Strategies for Goals	Table 5 outlines strategies required by Cal-ICH to describe actionable strategies they will implement to meet the Outcome Goals identified in Table 4.	County of Napa, City of Napa, cross system leaders and partners.

Table 1. Landscape Analysis of Needs and Demographics

	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	464	2020 PIT
# of People Who are Sheltered (ES, TH, SH)	161	2020 PIT
# of People Who are Unsheltered	303	2020 PIT
Household Composition		
# of Households without Children	380	2020 PIT
# of Households with At Least 1 Adult & 1 Child	7	2020 PIT
# of Households with Only Children	0	2020 PIT
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing Chronic Homelessness	200	2020 PIT
# of Adults Who are Experiencing Significant Mental Illness	286	2020 PIT
# of Adults Who are Experiencing Substance Abuse Disorders	216	2020 PIT
# of Adults Who are Veterans	60	2020 PIT
# of Adults with HIV/AIDS	6	2020 PIT
# of Adults Who are Survivors of Domestic Violence	83	2020 PIT
# of Unaccompanied Youth (under 25)	54	2020 PIT
# of Parenting Youth (under 25)	0	2020 PIT
# of People Who are Children of Parenting Youth	0	2020 PIT
Gender Demographics		
# of Women/Girls	130	2020 PIT
# of Men/Boys	332	2020 PIT
# of People Who are Transgender	2	2020 PIT
# of People Who are Gender Non-Conforming	0	2020 PIT
Ethnicity and Race Demographics		
# of People Who are Hispanic/Latino	86	2020 PIT
# of People Who are Non-Hispanic/Non-Latino	378	2020 PIT
# of People Who are Black or African American	18	2020 PIT
# of People Who are Asian	6	2020 PIT
# of People Who are American Indian or Alaska Native	31	2020 PIT
# of People Who are Native Hawaiian or Other Pacific Islander	11	2020 PIT
# of People Who are White	350	2020 PIT
# of People Who are Multiple Races	48	2020 PIT

Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
Household Composition									
# of Households without Children	60	107	51	318	16	130	381		HMIS APRs- 10/1/2020 - 9/30/2021
# of Households with At Least 1 Adult & 1 Child	1	47	0	18	2	91	27		
# of Households with Only Children	0	0	0	0	1	0	0		
Sub-Populations and Other Characteristics									
# of Adults Who are Experiencing Chronic Homelessness	33	73	5	147	0	1	149		
# of Adults Who are Experiencing Significant Mental Illness	60	85	49	160	0	13	194		
# of Adults Who are Experiencing Substance Abuse Disorders	11	17	14	48	0	1	52		
# of Adults Who are Veterans	4	28	2	15	2	7	21		
# of Adults with HIV/AIDS	4	0	0	4	0	0	2		
# of Adults Who are Survivors of Domestic Violence	15	59	6	13	0	18	103		
# of Unaccompanied Youth (under 25)	0	11	10	19	0	11	14		
# of Parenting Youth (under 25)	0	3	0	2	0	2	1		
# of People Who are Children of Parenting Youth	0	0	0	0	0	0	0		
Gender Demographics									
# of Women/Girls	25	83	20	118	9	229	163		
# of Men/Boys	37	91	31	223	11	141	253		
# of People Who are Transgender	0	1	0	2	0	0	0		
# of People Who are Gender Non-Conforming	0	0	0	1	0	0	0		
Ethnicity and Race Demographics									
# of People Who are Hispanic/Latino	11	100	15	121	9	471	150		
# of People Who are Non-Hispanic/Non-Latino	52	151	32	253	15	79	322		
# of People Who are Black or African American	2	18	3	26	0	7	26		
# of People Who are Asian	1	2	0	1	0	0	2		
# of People Who are American Indian or Alaska Native	9	12	4	40	3	10	37		
# of People Who are Native Hawaiian or Other Pacific Islander	0	3	0	3	0	4	2		
# of People Who are White	50	202	39	289	18	406	384		
# of People Who are Multiple Races	1	10	0	15	3	117	17		

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(Choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please "X" the appropriate population[s])</i>				
						ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>			
Homekey (via HCD)	FY 2021-2022	\$ 2,100,000.00	State Agency	Permanent Supportive and Service-Enriched Housing	Homekey Round 1 allocation to County of Napa for capital acquisition of 14-side unit project for individuals exiting homelessness.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
	People Exp Chronic Homelessness							Veterans	Parenting Youth	
	People Exp Severe Mental Illness							People Exp HIV/ AIDS	Children of Parenting Youth	
California COVID-19 Rent Relief Program via HCD	FY 2021-2022 FY 2022-2023	\$ 1,600,000.00	State Agency	Diversion and Homelessness Prevention Rental Assistance	COVID-19 relief administered through HCD ERAP program reserved for Napa County. The State Rental Assistance Program is intended to help eligible households cover rental and utilities arrears, to assist with prospective payments for rent and utilities, and to provide funding for housing stabilization and support at the housing site level.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
Emergency Solutions Grants - CV (ESG-CV) - via HUD	FY 2021-2022	\$ 498,015.00	State Agency	Non-Congregate Shelter/ Interim Housing	Non-congregate shelter hotel rooms for vulnerable individuals.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
Multifamily Housing Program (MHP) - via HCD	FY 2021-2022	\$ 1,280,871.00	State Agency	Permanent Supportive and Service-Enriched Housing	MHP Round 3 Funding to Burbank Housing for development of Heritage House & Valley Verde.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
Project Roomkey and Rehousing - via CDSS	FY 2021-2022	\$ 77,922.00	State Agency	Non-Congregate Shelter/ Interim Housing	FY20/21 Allocation to County of Napa to provide non-congregate shelter for individuals experiencing homelessness who were medically vulnerable and/or elderly.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
CalWORKs Housing Support Program (HSP) - via CDSS	FY 2021-2022	\$646,168	State Agency	Diversion and Homelessness Prevention Rental Assistance	FY20/21/22/23 HSP allocation to Napa HHSB Self-Sufficiency Services. Napa's Housing Support Program (HSP) provides ongoing case management, housing location assistance, and payment assistance for rental application fees, credit reports, moving expenses, rental payments, security deposits, and utility deposits. Program regulations expanded to allow spending on homelessness prevention.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
Housing and Disability Advocacy Program (HDAP) - via CDSS	FY 2021-2022 FY 2022-2023 FY 2023-2024	\$ 435,866.00	State Agency	Outreach and Engagement Rental Assistance	HDAP FY20-22 allocation to Napa County, HHSB contracts with Abode Services. Services offered through HDAP include outreach, case management, disability advocacy, and housing assistance.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		
Home Safe - via CDSS	FY 2021-2022 FY 2022-2023 FY 2023-2024 FY 2024-2025	\$ 260,558.00	State Agency	Diversion and Homelessness Prevention Rental Assistance	Napa County Adult Protective Services FY21-22 Allocation. Home Safe offers a range of strategies to prevent homelessness and support ongoing housing stability for APS clients, including housing-related intensive case management, short-term housing related financial assistance, deep cleaning to maintain safe housing, eviction prevention, landlord mediation, and more.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "X" all that apply)</i>		

Program Name	Fiscal Year	Amount	Agency	Activity	Description	Status	Targeted Populations	TARGETED POPULATIONS (please "X" all that apply)		
								People Exp Chronic Homelessness	Veterans	Parenting Youth
Bringing Families Home (BFH) - via CDS\$	FY 2021-2022	\$ 250,000.00	State Agency	Diversion and Homelessness Prevention	FY2021-2022 BFH allocation to Napa County HHSA, Child Welfare Services, HHSA administers this program, with collaboration from SSD and Child Welfare Services. Provides housing-related case management and financial assistance.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness		Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (BFH targets families involved with the child welfare system who are experiencing homelessness)	
	FY 2024-2025									
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	\$ 866,307.00	Federal Agency	Administrative Activities	FY 2020 CoC award. Funds HMIS, CE, CoC administration, PSH and RRH projects.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Emergency Housing Vouchers (EHV) - via HUD	FY 2021-2022	45+ Vouchers	Federal Agency	Rental Assistance	FY21 EHV allocation.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
HUD-VA Supportive Housing Program Vouchers (HUD-VASH) - via HUD	FY 2021-2022	27 Vouchers	Federal Agency	Rental Assistance	VASH voucher allocation as of 11/21.		ALL PEOPLE EXPERIENCING HOMELESSNESS	X People Exp Chronic Homelessness	X Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Family Unification Program Vouchers (FUP) - via HUD	FY 2022-2023	134 Vouchers	Federal Agency	Rental Assistance	FUP voucher allocation as of 11/21.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)	
Housing Choice Vouchers (HCVs) - via HUD	FY 2021-2022	75+ vouchers	Federal Agency	Rental Assistance	Vouchers dedicated to CES Units		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Supportive Services for Veteran Families Program (SSVF) - via VA	FY 2021-2022	\$ 8,344,505.00		Rental Assistance	FY21 regional allocation to Nation's Finest SSVF grantees, for provision of rapid rehousing and supportive services to eligible Veterans in multiple CA and NV counties.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	X Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Coronavirus Fiscal Recovery Funds (CRRF) - via Treasury	FY 2021-2022	\$ 3,500,000.00	Federal Agency	Outreach and Engagement	City of Napa allocation, for emergency housing assistance, Project Roomkey match, supportive services and street outreach.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Coronavirus Fiscal Recovery Funds (CRRF) - via Treasury	FY 2021-2022	\$ 2,000,000.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	Capital Acquisition costs for 54-unit PSH project.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Local General Fund	FY 2021-2022	\$ 3,884,000.00	Local Agency	Administrative Activities	Napa County General Fund appropriated to the homeless response system. This amount includes CES, HMIS, homeless shelters, outreach activities and all grant administration and compliance staffing and contracts. The City of Napa contributes \$650 as a cost share of shelter activities.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									
Local General Fund	FY 2021-2022	\$ 1,000,000.00		Outreach and Engagement	City of Napa General Fund, used for emergency shelter and outreach and engagement, system supports and encampment resolution.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2022-2023			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2023-2024			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
	FY 2024-2025									

Other (please enter funding source)	FY 2021-2022	\$811,056	Private Funder(s)	Diversion and Homelessness Prevention	Season of Sharing, received in monthly distributions of \$67,588. Provides emergency financial assistance for individuals and families who are at risk of homelessness.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other: Individuals and families who are at risk of homelessness, or experiencing homelessness.		
Homekey (via HCD)	FY 2021-2022	\$ 1,811,600.00	State Agency	Permanent Supportive and Service-Enriched Housing	Homekey Round 2 allocation to City of Napa for conversion of 54 motel rooms into permanent supported housing for chronically homeless, homeless, and transitional age youth, in partnership with Burbank Housing.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other: transitional Aged Youth		
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 851,410.70	State Agency	Rental Assistance	HHAP1 County allocation combined with CoC re-directed allocation. Funds used to provide RRH- rental assistance, and shelter CIP upgrades as well as Diversion, Prevention and Landlord Incentives.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			Systems Support Activities				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			Diversion and Homelessness Prevention				Unaccompanied Youth	X Other (please enter here)		
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 410,645.00	State Agency	Systems Support Activities	HHAP2 County allocation combined with CoC re-directed allocation. Funds used to provide RRH- rental assistance.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			Rental Assistance				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			Unaccompanied Youth				X Other (please enter here)			
Emergency Solutions Grants (ESG) - via HCD	FY 2021-2022	\$ 200,000.00	State Agency	Outreach and Engagement	City of Napa allocation for street outreach.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)		
Other (please enter funding source)	FY 2021-2022	\$ 2,000,000.00	State Agency	Systems Support Activities	Community Based Transitional Housing program grant awarded to Napa County via the CA Dept. of Finance. Provided jail in-reach diversion and engagement services, enhanced enforcement-related in/around the area directly adjacent to the emergency shelter.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			Outreach and Engagement				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			Diversion and Homelessness Prevention				Unaccompanied Youth	X Other (please enter here)		
Other (please enter funding source)	FY 2021-2022	\$ 150,000.00	State Agency	Outreach and Engagement	RHHA City Allocation; street outreach and engagement services.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)		
Other (please enter funding source)	FY 2021-2022	\$ 180,000.00	State Agency	Systems Support Activities	RHHA County Allocation; tenancy care and housing stabilization services.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)		
Other (please enter funding source)	FY 2021-2022	\$ 1,000,000.00	State Agency	Permanent Supportive and Service-Enriched Housing	One -time housing funds for Whole Person Care Pilot Program.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)		
Other (please enter funding source)	FY 2021-2022	\$ 1,000,000.00	Private Funder(s)	Non-Congregate Shelter/ Interim Housing	Providence St. Joseph's contribution for Project Homekey (Valley Lodge Apartments).	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth		
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth		
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	X Other (please enter here)		

**CA-517 Napa City & County CoC
Table 4. Outcome Goals**

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease/Increase in # of People	Decrease/Increase as % Change from Baseline
1,305	26	2%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Local data shows that while only 17% of the overall people served in the homeless system have a mental illness, 62% of the people experiencing homelessness in Napa have a mental illness.		Increase the number of people with SMI being served by the system by 5%.

Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
303	45	15%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Unaccompanied Youth make up 13% of the unsheltered homeless population, but only 4% of the emergency shelter population.		Reduce the number of unaccompanied youth experiencing unsheltered homelessness by 10% (5 person reduction)

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.		
Baseline Data: Annual Estimate of # of people who become homeless for the first time	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
816	0	0%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Local data shows that while 34% of the Napa population identifies as Hispanic/Latino, 57% of the people entering homelessness for the first time identify as Hispanic/Latino		Reduce the number of people who identify as Hispanic/Latino from entering the homeless system for the first time by 5%

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.		
Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
333	7	2%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Local data shows that while 64% of the households served by the system have a disabled household member, only 25% of households exiting to permanent destinations have a disabled household member.		Increase the number of households exited to permanent housing by 5%

Outcome Goal #4: Reducing the length of time persons remain homeless.		
Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing projects	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
77	0	0%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Local data shows that while the average person experiencing homelessness in Napa spends 77 days technically homeless, Veterans remain homeless for an average of 128 days.		Reduce the amount of time Veterans spend homeless by 5%

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.		
Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
10.29%	0%	0%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
People who identify as American Indian or Alaskan Native have the highest rates of returns to homelessness, returning to homelessness between 30% - 40% of the time after exiting to permanent housing depending on the specific identity.		Reduce the rates households that identify as American Indian or Alaskan Native return to homelessness by 5%

Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
2	22	1000%
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
Community feedback has reported a lack of bilingual and culturally competent outreach workers could be leading to a lower amount of people served who might be monolingual Spanish speakers and/or Hispanic/Latino.		Increase the number of households exited from SO identifying as Hispanic/Latino by 30%

Table 5. Strategies to Achieve Outcome Goals

Strategy #1	Performance Measure to Be Impacted (Check all that apply)
Description	
Expand the number of emergency shelter beds at South Napa Shelter using HHAP funds, therefore allowing more unsheltered residents to have access to short-term stability and on-site supportive services, facilitating rapid exits to permanent housing.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
By April 2022	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
Napa County, Abode Services	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
Expand South Napa Shelter from 69 beds to 101 beds by April 2022.	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Strategy #2	Performance Measure to Be Impacted (Check all that apply)
Description	
Expand housing placements for homeless households by using Homekey funding to covert motel beds at Wine Valley Lodge to permanent housing units with supportive services, partnering with the PHA and community non-profits to provide project-based vouchers and supportive services.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
By October 2022	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
City of Napa, Burbank Housing, County of Napa, Housing Authority of the City of Napa, VOICES, Abode Services	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
54 units at Wine Valley Lodge, including 14 units set aside for Transitional Aged Youth, will be converted to permanent housing with supportive services with occupancy by October 2022	<input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy #3	Performance Measure to Be Impacted (Check all that apply)
Description Reduce returns to homelessness by utilizing HUD Emergency Housing Vouchers (EHVs) to transition homeless families current in RRH who require ongoing subsidies to subsidies that are not time limited.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. 2. Reducing the number of persons who become homeless for the first time. 3. Increasing the number of people exiting homelessness into permanent housing. 4. Reducing the length of time persons remain homeless. 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. 6. Increasing successful placements from street outreach. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
By November 2021	
Entities with Lead Responsibilities	
Napa City, Napa City & County Continuum of Care, NEWS, Abode Services	
Measurable Targets	
Transition 45 clients from RRH programs to HUD Emergency Housing Vouchers (EHVs) by November 2021.	

Strategy #4	Performance Measure to Be Impacted (Check all that apply)
Description Expand housing placements for homeless households by using Multifamily Housing Program, Whole Person Care Pilot Programs financial assistance, funding to convert the vacant Sunrise Napa Assisted Living Facility into Valle Verde/Heritage House (permanent housing). Project will provide 58 SROs, 8 one-bedroom units, and 24 apartment units.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. 2. Reducing the number of persons who become homeless for the first time. 3. Increasing the number of people exiting homelessness into permanent housing. 4. Reducing the length of time persons remain homeless. 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
By end of 2023	
Entities with Lead Responsibilities	
Gasser Foundation, Burbank Housing, Abode Housing, the City of Napa and Napa County.	
Measurable Targets	
Start construction by 06/2022. Units to be occupied by end of 2023.	

Strategy #5	Performance Measure to Be Impacted (Check all that apply)
Description	
Napa County Adult Protective Services, Child Protective Services, and Self-Sufficiency teams will use Home Safe, HDAP, BFH, and HSP funds to provide homeless prevention and diversion to vulnerable older adults and families.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
By end of FY 2024	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Napa County	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
By the end of FY2024: Use Home Safe funds to provide prevention and diversion services to 35 vulnerable and older adults. Use BFH and HSP funds to provide permanent housing or prevention to 104 families. Use HDAP funds to provide permanent housing or prevention to 50 literally homeless individuals with disabilities.	

Strategy #6	Performance Measure to Be Impacted (Check all that apply)
Description	
Expand outreach and case management services to people currently experiencing homelessness and with histories of homelessness through Cal-AIM, ESG, ARPA, and HHAP funding.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
By January 2023	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
County of Napa, City of Napa, Queen of the Valley Medical Center	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Have at least 80 individuals actively enrolled in in Housing Navigation and at least 5 individuals actively enrolled in Housing Deposits by January 2023.	

Strategy #7	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Expand Permanent Supported Housing availability through the CoC-funded PSH Expansion Project.	
Timeframe	
January 2023	
Entities with Lead Responsibilities	
County of Napa, City of Napa, Abode Services, Queen of the Valley Medical Center	
Measurable Targets	
House 5 chronically households in scattered site apartments by January 2023	

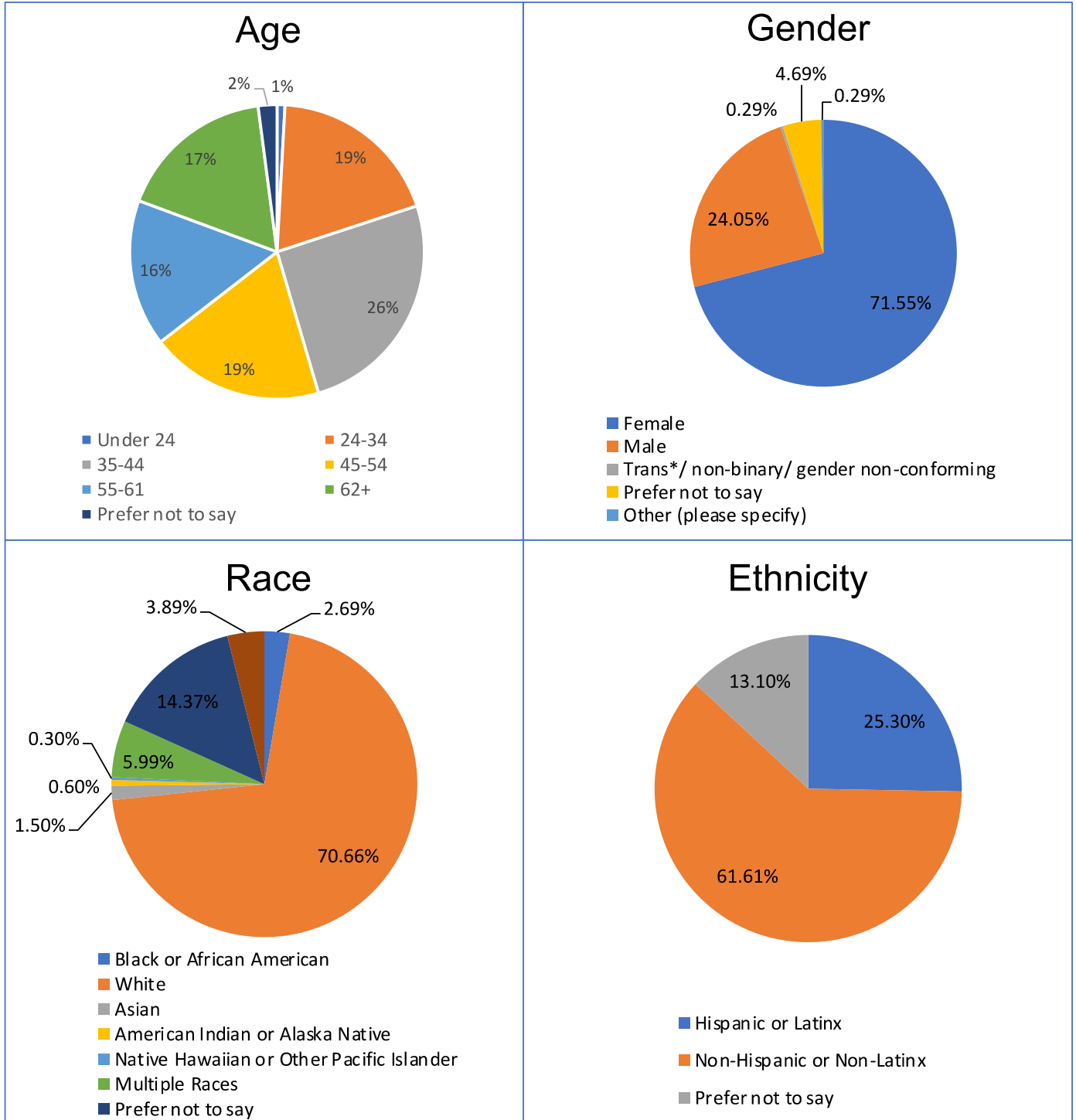
Strategy #8	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Develop and implement a robust Homeless System Diversion Program using HHAP-3 funding to help households experiencing or at risk of homelessness seek resolution to quickly exit or avoid shelter or other entry into the homeless system of care.	
Timeframe	
By August 15th, 2022.	
Entities with Lead Responsibilities	
City of Napa	
Measurable Targets	
Implement the Homeless System Diversion program by August 15th, 2022.	

Strategy #9	Performance Measure to Be Impacted (Check all that apply)
Description	
Prevent returns to homelessness by using CalAIM Community Supports funding to enhance housing stability through Housing Transition/Navigation, Housing Deposits, and Housing Tenancy and Sustaining Services (HTSS).	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
by January 2023	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
County of Napa, City of Napa, Abode Services, Queen of the Valley Medical Center	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	
Have at least 65 individuals actively enrolled in HTSS by January 2023.	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy #10	Performance Measure to Be Impacted (Check all that apply)
Description	
Establish a CoC Diversity, Equity, and Inclusion working group, to develop, implement, and evaluate a strategic DEI plan for the homeless system of care.	<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
Oct-22	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
CoC Board, County of Napa	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
Establish a DEI workgroup with cross system leadership and representation by October 2022.	<input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

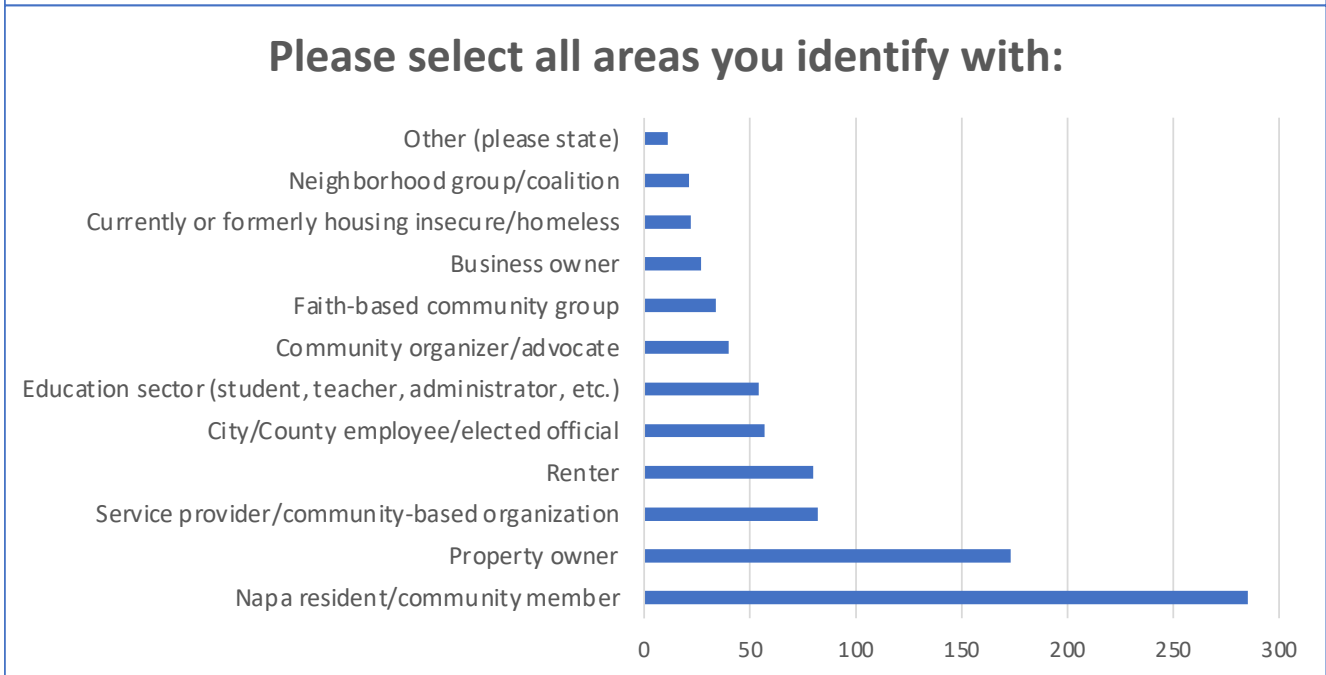
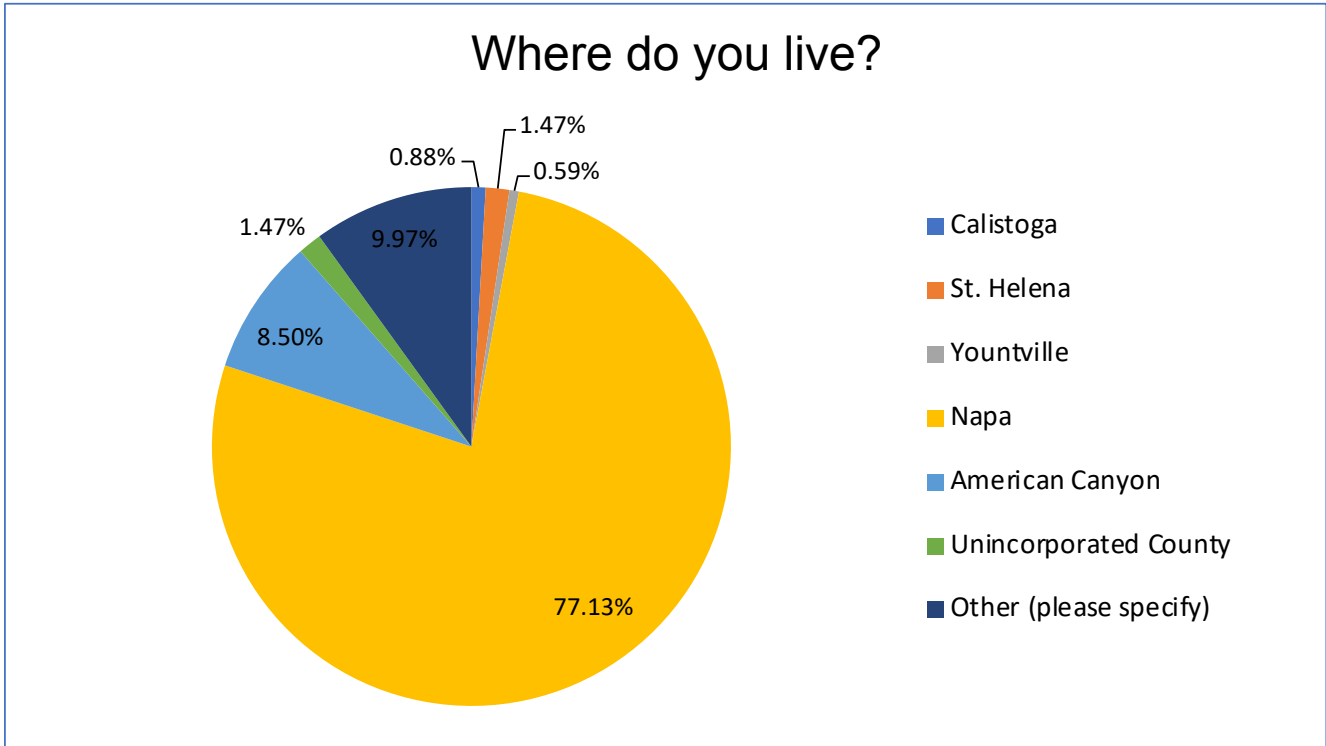
Appendix III: 2022 Napa Community Survey Results

Demographics of Respondents



2022 Napa Community Survey Results

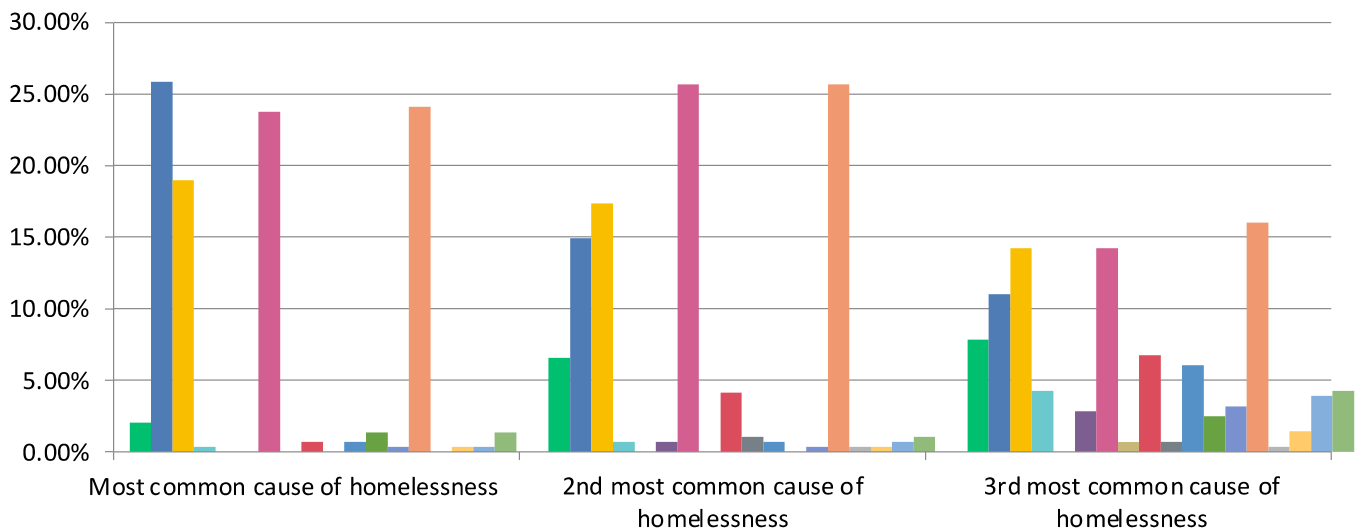
Demographics of Respondents



2022 Napa Community Survey Results

Barriers to Access and Resource Gaps

What do you think are the primary causes of homelessness in Napa?

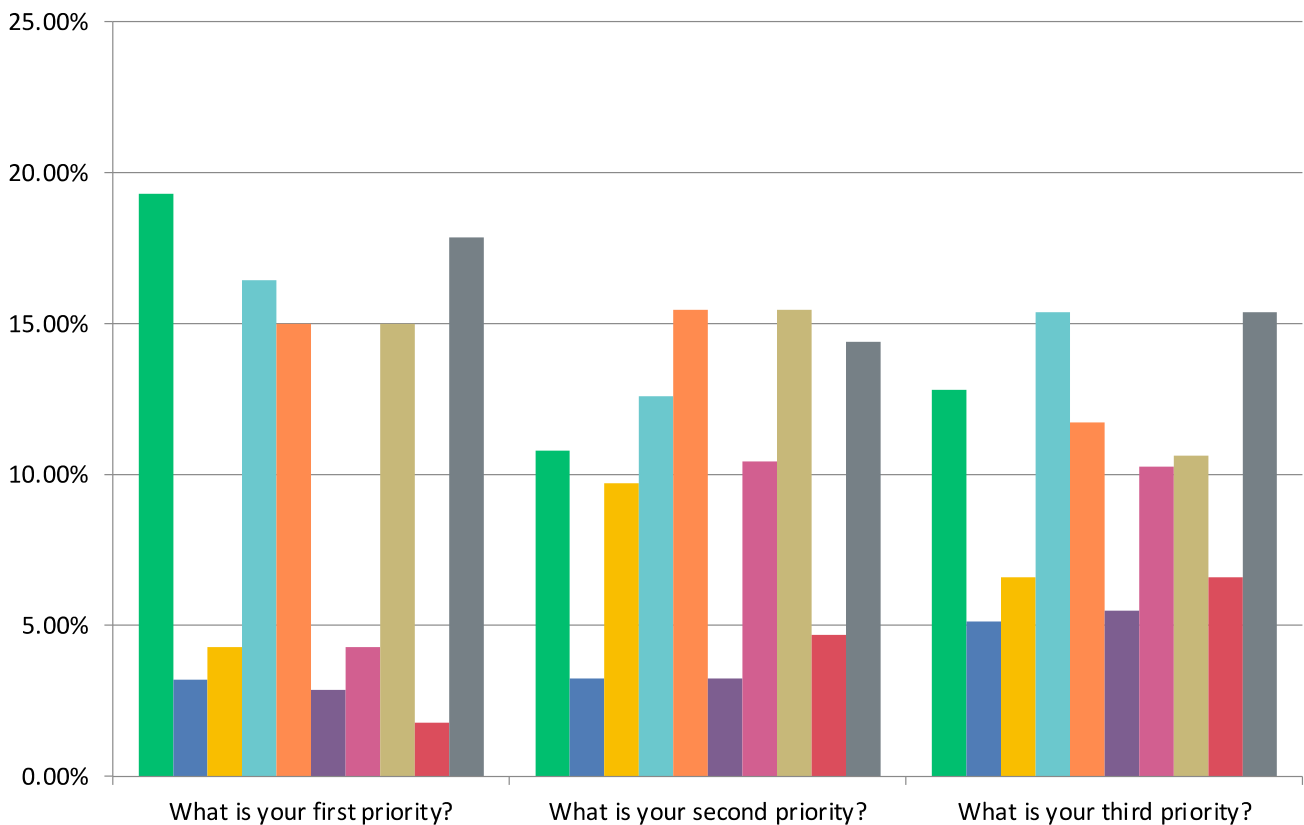


- Lost job
- High cost of living
- Lack of available affordable units
- Eviction
- Incarceration
- Alcohol or drug use
- Fire
- Illness/medical problem
- Divorce/separation/break up
- Landlord raised rent
- Argument with family or friend leading to loss of living situation
- Family/domestic violence
- Mental Health issues
- Hospitalization/treatment
- Probation/parole restrictions
- Aging out of foster care
- Don't know/unsure

2022 Napa Community Survey Results

Barriers to Access and Resource Gaps

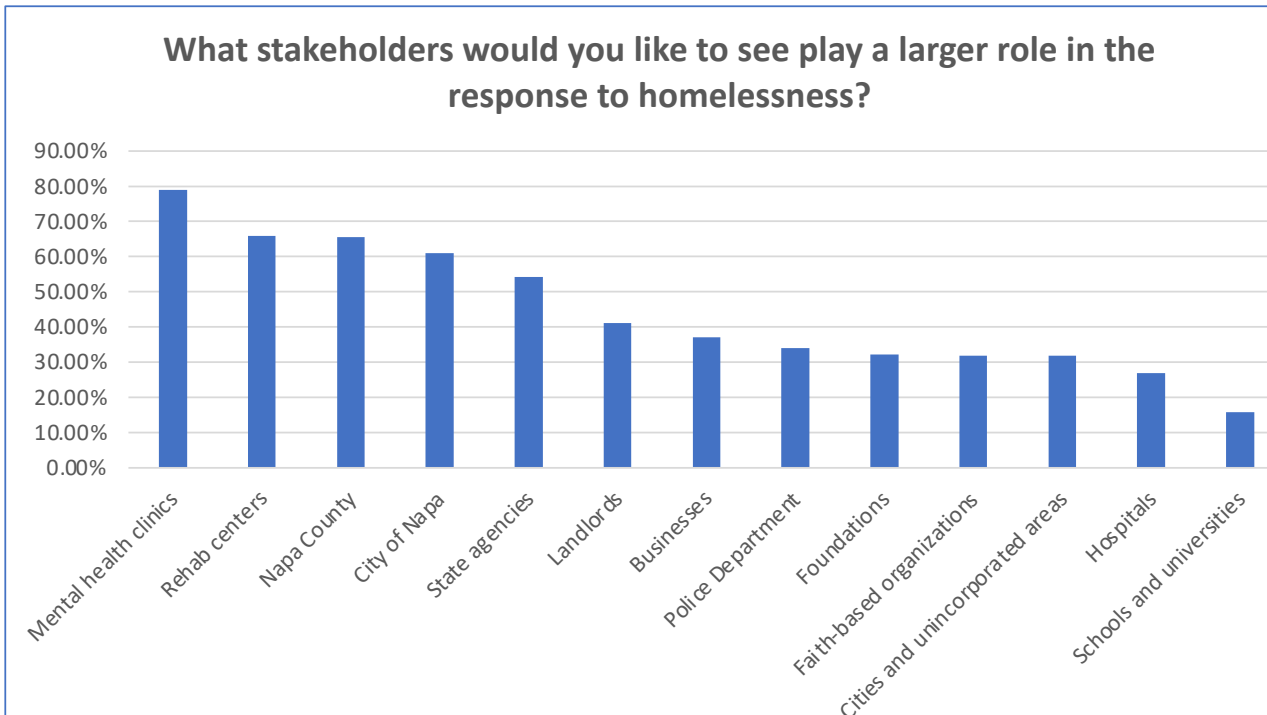
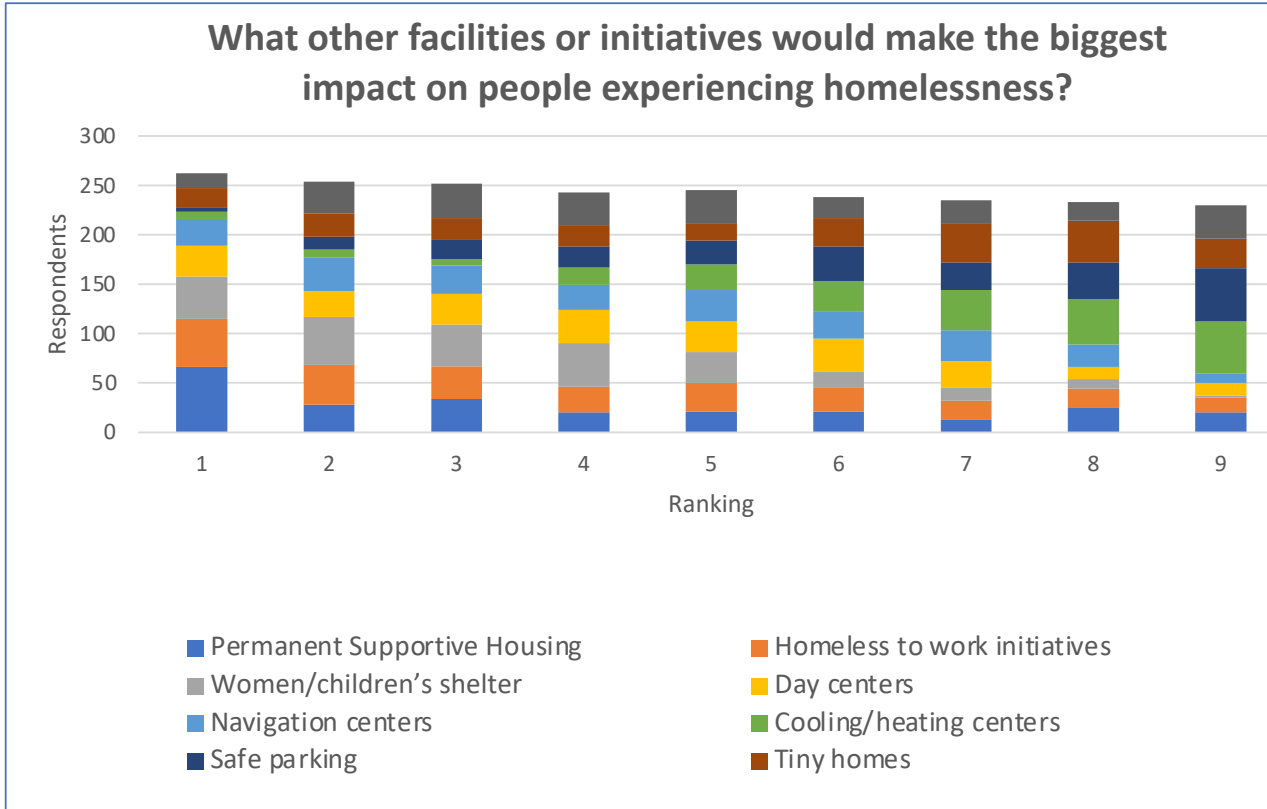
If funding were available for prevention and diversion services, what should it be prioritized for?



- Temporary rental assistance
- Housing advice
- Credit repair and budgeting
- Employment assistance
- Prevention financial assistance (application fees, utility payments, security deposits, etc)
- Eviction defense/tenant rights services
- Housing search assistance
- Diversion financial assistance (unpaid fees, overdue rent and utilities, application fees, security deposits)
- Conflict mediation
- Connections to services and/or public assistance benefits

2022 Napa Community Survey Results

Potential Solutions and Areas for Growth



City of Napa-Homeless Response Process

The City of Napa maintains “Homeless Encampment Management Procedures” under Administrative Regulation 7.01.100 for the City Manager to provide direction to City staff regarding cleanup and enforcement activities by City staff at and around homeless encampments that are located on public property that is owned or controlled by the City. Through the implementation of this policy, the City focuses enforcement of the City’s anti-camping and anti-storage laws to best protect critical aspects of public health, safety and public infrastructure while recognizing and protecting the rights and needs of the unsheltered population.

The City of Napa does not use criminal enforcement against sitting, lying, or sleeping on all publicly owned lands nor do we target homeless persons with discriminatory or arbitrary enforcement. Our policy seeks to balance these important competing public interests by focusing cleanup and enforcement efforts on a prioritized set of significant public health and safety concerns while humanely and respectfully assisting homeless people by providing access to shelter and services.

The City of Napa, and a joint powers agreement with the County of Napa, provides outreach, sheltering, housing navigation, and housing assistance services that are available to anyone experiencing homelessness. Outreach staff from the County, City and contract homeless services provider visit encampments and provide services and referrals to shelter and other community services. Outreach staff shall actively engage and offer services to individuals that may be impacted by cleanup, removal, or enforcement actions. Additionally, the City of Napa, in coordination with the County of Napa, provides storage units for clients to safely store excess belongings when they enter shelter space that may limit the number of personal belongings allowed in a shared space.

The City’s priorities for cleanup and enforcement activities at and around homeless encampments are:

- 1) Hazardous Materials: Removal of Fire Hazards and Hazardous Materials from encampments on City Property.
- 2) Hazardous Conditions: Abatement of Hazardous Conditions existing in encampments on City Property.
- 3) Hazardous Locations: Removal of encampments whose location threatens Critical City Infrastructure or impedes access to Critical City Property.

Unless there is a critical public safety issue, we always provide at least 72 hours’ notice before taking action, though we strive to provide at least two weeks’ notice. The City of Napa links shelter and services with these notifications and ensures that our partner agencies are in the know about any planned efforts.

Intervention & Resolution Workflows

