



Eastern Sierra Continuum of Care (CoC)

HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)

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1. Summary of Homelessness in the CoC

The Eastern Sierra CoC service area includes Alpine, Inyo and Mono Counties, at the far eastern edge of California and along the state's border with Nevada. The CoC geographic area is over 14,000 square miles, which is larger than a number of states — much of it is public land with mountains, deserts and wilderness. This is a very rural region with a total population of just less than 34,000. The population centers are the Town of Mammoth Lakes, in Mono County, and the City of Bishop, in Inyo County. The number of people experiencing homelessness in the CoC has risen steadily over the last three years, from 121 in 2017 to 214 in 2019. This change includes a 70 percent increase in the unsheltered population.

The following characteristics of the population experiencing homelessness in the CoC were derived from the 2019 Point-in-Time (PIT) count:

- Adults who identify as white: 91%
- Adults who identify as male: 66%
- Adults who identify as American Indian/Alaska Native: 9%
- Adults with serious mental illness: 22%
- Adults with substance use disorders: 5%
- Adults with HIV/AIDS: 2%
- Adult survivors of domestic violence: 8%

Additionally, 14 percent of the total population of people experiencing homelessness are people in youth-headed households (18- to 24-year-olds), while 50 percent self-identify as meeting the federal definition of being chronically homeless.

It is a nationally known practice to combine the PIT number with the total number of people who access crisis services (street outreach, emergency shelter, or transitional housing) throughout the calendar year to gain an annualized number of people experiencing homelessness. Using this calculation, the Eastern Sierra CoC has approximately 453 people experiencing homelessness annually.

The Longitudinal Systems Analysis (LSA) Report, submitted with the HHAP application as an e-file, provides additional information on homelessness in the region between October 1, 2017 and September 30, 2018:



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- A. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing -- 70; (2) Rapid Rehousing – 17; and (3) Permanent Supportive Housing -- 0.
- B. Total number of disabled households served across all interventions – 41
- C. Total number of households experiencing chronic homelessness served across all interventions -- 9
- D. Total number of 55+ households served across all interventions -- 26
- E. Total number of unaccompanied youth served across all interventions -- 6
- F. Total number of veteran households served across all interventions -- 4
- G. Number of individuals served across all interventions who were: (1) Female -- 54 (2) Male--52 (3) Transgender--0 or (4) Gender Non-Conforming--0
- H. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only) - 72; (2) White, Hispanic/Latino (only) – 13; (3) Black or African American (only) – 5; (4) Asian (only) – 0; (5) American Indian or Alaska Native (only) -13; (6) Native Hawaiian/Other Pacific Islander (only) – 2; or (7) Multiple races - 2.

2. Demonstration of Regional Coordination

A. Coordinated Entry System (CES) Information

1. How the CES Functions. The Eastern Sierra CoC maintains and operates a Coordinated Entry System (CES) for the intake, assessment, prioritization and referral of homeless or at-risk of homelessness individuals and families in Alpine, Inyo and Mono Counties to provide multi-jurisdictional entry points for the provision of housing assistance and services. The goal of the Coordinated Assessment System Policy is an effective and efficient intake, assessment, prioritization and referral process to provide integrated housing and related services to homeless and at-risk of homelessness people throughout the tri-county service area. The entity responsible for administering the CES is Inyo Mono Advocates for Community Action, Inc. (IMACA).

The Eastern Sierra CoC administers a standardized coordinated system that provides a phased assessment of housing and related needs for homeless and at-risk of homelessness individuals and families. This system includes access locations throughout the Eastern Sierra service area with a “no wrong door” entry for homeless or at-risk of homelessness persons seeking housing and other services. Assistance is also available for veterans, youth and individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers.



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The CoC provides access to the CES with a street outreach program administered by IMACA as well as entry at multiple locations - Tecopa (south Inyo County) to Markleeville (north Alpine County). The coordinated entry process includes referrals to all projects receiving Emergency Solutions Grants (ESG), Homeless Emergency Aid Program (HEAP), California Emergency Solutions and Housing (CESH) and CoC Program funds, including emergency shelter, RRH, PSH, and TH, as well as other housing and homelessness projects. Projects in the community that are dedicated to serving people experiencing homelessness fill all vacancies through referrals, while other housing and services projects determine the extent to which they rely on referrals from the coordinated entry process.

2. How CES is Promoted in the Service Area. The CoC affirmatively markets Coordinated Entry as the access point for available housing and supportive services to eligible persons who are least likely to apply in the absence of special outreach, as determined through a regular review of the housing market area and the populations currently being served to identify underserved populations. This includes an evaluation of HMIS service data, the Point-in-Time Count, and County demographics and census data. For identified populations, marketing is conducted at least annually utilizing the following media:

- Brochures / Flyers
- Announcements at Community Events
- Newspapers / Magazines
- Radio
- Television
- Social Media / Websites

Persons and/or households experiencing homelessness seeking to appeal decisions of the CES must contact the ES CoC and submit an official appeal, either verbally or in writing. The CoC will communicate directly with the head of household or designee regarding the appeal. Appeals will be initially directed to IMACA Housing Program staff who will have five (5) business days to consult with the head of household or designee, review all applicable evidence, consult with professional parties involved (if applicable), and issue a formal decision in writing to the household. If the head of household or designee feels the issue remains unresolved, they may further appeal to ES CoC CES Subcommittee,



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and, finally, an independent review committee of the ES CoC Board of Directors. Each level of appeal will comply with the timelines listed above and IMACA will issue a formal response in writing to the head of household or designee. If appealed to the ES CoC Board of Directors, that decision will be considered final and binding (pending any extra legal and/or federal appeal proper). A consumer not presently affiliated with a local project sponsor/agency but still appealing a Coordinated Entry decision (such as consumers served via street outreach) may file an appeal directly with IMACA staff.

Staff administering assessments employ culturally competent practices, and tools contain culturally competent questions. For example, questions are worded to reflect an understanding of LGBTQ issues and needs, and staff administering assessments is trained to ask appropriately worded questions and offer options and recommendations that reflect this population's specific needs.

3. CES Challenges. Current challenges to successful CES operation are: 1) providing fully operational and staffed access in remote and difficult to access service areas; 2) obtaining more CES collaboration with all of the service providers in the CoC; and 3) increasing participation in CES.

The CoC will direct additional resources, including funding and services, to the most remote areas of the region. The administrative entity will also work with stakeholders to propose new projects that meet the needs of homeless service providers in those difficult to access communities.

To increase CES participation and collaboration with Eastern Sierra homeless service providers, the CoC will research best practices for CE in rural counties and hire a consultant to facilitate this process who is familiar with rural challenges and legal hurdles to implement CE with county entities.

Strategies that the CoC will employ to increase participation in CES include: 1) explore alternative assessment tool options, including phased assessment; 2) research methods to engage virtually with people experiencing homelessness who might be geographically far from an assessment point; and 3) conduct annual CE training on purpose and processes.

B. CES Prioritization Criteria

Once a person experiencing a housing crisis has been assessed, the next step in the coordinated entry process is establishing a priority for housing and supportive services. The person's level of vulnerability or need is determined by analyzing the information obtained from the assessment against the CoC's



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prioritization standards. It is the person's prioritization status (and other information from the assessment) that determines where the person will be referred in the next coordinated entry step. In referral, the group of persons with the highest priority is offered housing and supportive services projects first.

The prioritization process is the coordinated entry step before working with a person to determine the most appropriate referral(s). Using the prioritization standards and coordinated entry policies and procedures the CoC developed, the entity charged with prioritizing reviews information collected during assessment and determines the person's priority level. This determination uses criteria that relate the person's service intensity needs and vulnerability to a score, which is then used to inform a referral.

Prioritization includes consideration of the following factors:

- 1) Significant health or behavioral health challenges or functional impairments that require a significant level of support for the person to maintain permanent housing;
- 2) High use of crisis or emergency services to meet basic needs, including emergency rooms, jails, and psychiatric facilities;
- 3) Extent to which people, especially youth and children, are unsheltered;
- 4) Vulnerability to illness or death;
- 5) Risk of continued homelessness;
- 6) Vulnerability to victimization, including physical assault, trafficking, or sex work; and
- 7) Other factors determined by the community and based on severity of needs.

C. Coordination of Regional Needs

The CoC worked with the Technical Assistance Collaborative last year to prepare a Strategic Plan that identified regional needs to address homelessness. The needs identified in Strategic Plan included emergency shelter, transitional housing, permanent supportive housing and permanent housing. More recently, the CoC stakeholders from all three Eastern Sierra counties met on December 19, 2019 and again on January 15, 2020 to discuss projects and services that meet the regional homeless needs in the respective jurisdictions.

All three counties agreed on projects that will assist the CoC in meeting the identified needs in the Strategic Plan and provide a range of housing solutions and links to permanent housing. The requested funds will help the CoC meet



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these needs by providing long-term solutions such as emergency shelter, incentives to landlords, continuation of youth homelessness projects and safe parking for homeless people living out of their vehicles.

D. Creating Sustainable, Long-term Housing Solutions

The CoC is working to create sustainable long-term housing solutions for people experiencing homelessness with the following strategies:

- 1) Inventory county-owned buildings and/or land to identify a location for crisis housing;
- 2) Create a list of hotels and motels that have agreed to house people who are homeless;
- 3) Increase recruitment and retention of hotel and motel owners by drafting program policies and standards for all partners who engage in this housing model;
- 4) Work with local government and other partners (such as Chambers of Commerce) to recruit partners who might provide crisis housing;
- 5) Work with existing crisis resources to allow pets, partners, and possessions;
- 6) Inventory funding partners that might want to support crisis housing; and
- 7) Expand safe parking lot options across the CoC service area.

3. Resources Addressing Homelessness

A. Existing Programs and Resources.

1. List of Programs with Funding Amounts in Eastern Sierra

Federal Funding:

ESG – 2018 Rapid Rehousing funding of \$53,566, which includes \$42,853 for rapid rehousing, \$5,357 for homelessness prevention and \$5,356 for the Homeless Management Information System (HMIS).

2018 Street Outreach funding of \$125,000, which includes \$112,500 for street outreach and \$12,500 for HMIS.

2019 Rapid Rehousing funding of \$53,872, which includes \$43,098 Rapid Rehousing, \$5,387 for Homelessness Prevention and \$5,387 for HMIS.

2019 Emergency Shelter funding of \$125,000, which includes \$100,000 for emergency shelter, \$12,500 for homelessness prevention and \$12,500 for HMIS.



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2019 Street Outreach funding of \$125,000, which includes \$112,500 for Street Outreach and \$12,500 for HMIS.

CSBG – Inyo Mono Advocates for Community Action, Inc. (IMACA), the recipient of ESG funding, has committed matching funds of \$178,566 from CSBG for the 2018 Rapid Rehousing and Street Outreach projects. CESH and HEAP are identified as the matching funds for 2019 ESG projects.

State Funding:

HEAP – Funding of \$590,111.56, which includes \$210,000 for capital improvements, \$75,000 for services, \$245,606 for rental assistance or subsidies, \$30,000 for homeless youth services, and \$29,505.56 for administrative costs.

2018 CESH – Funding of \$410,437, which includes \$125,000 for rental assistance, housing relocation and stabilization services, \$30,000 for operating subsidies, \$125,000 for flexible housing subsidy funds, \$60,000 for operating emergency housing interventions and operating support, \$25,000 for systems support, \$25,000 for development of a plan addressing actions within the service area and \$20,437 for projected administration costs.

2019 CESH – Funding of \$245,394, which includes \$50,000 for rental assistance, housing relocation and stabilization services, \$60,000 for operating subsidies, \$60,000 for flexible housing subsidy funds, \$45,000 for operating support for emergency housing interventions, \$18,125 for systems support and \$12,269 for grant administration.

Mono County:

HDAP funds – Mono County will receive \$75,000 for three years. Mono works with CoC partner agencies to identify and serve eligible, highest need homeless or at-risk of homelessness persons in our area and blend CoC funds with HDAP funds to best serve homeless populations.

Mono County is also approved to receive a Whole Person Care Pilot allocation from DHCS in the amount of \$448,633.99 to strengthen the continuum of housing services and supports from immediate supports to permanent, affordable housing, using three main strategies:

- To provide short and long-term housing supports and homeless prevention, such as rental subsidies throughout the county.



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- Capital investments for affordable housing projects, esp. where such an investment will help to leverage additional funds, for example, working with MLH and other partners on developing permanent, affordable housing units.
- Creating a Mono County Community Housing Program Manager who would be dedicated to the overall coordination, development, and prioritization of community housing programs, working with internal departments as well as liaison with external partners.

NPLH – The County’s developer will apply for \$500,000 of Mono’s non-competitive No Place Like Home funds by 2/15/21. Mono County also has some remaining funds from the Homeless Mentally Ill Outreach and Treatment program (originally \$100,000), which have to be spent down or encumbered by June 30, 2020 – this funding is currently paying for transitional housing for qualifying mental health clients here in Mammoth and for the Latino Housing Coalition through Mammoth Lakes Housing. Additionally, in the 19-20 MHSA Annual Update we allocated \$1.2 million for a permanent supportive housing project with a development partner.

Inyo County:

Calworks-\$23,000 estimated for 19/20

Emergency Homeless Assistance – Hotel vouchers for qualifying families and individuals.

NPLH - \$500,000 to be used on 72 unit affordable housing complex--Silver Peaks.

HDAP-\$50,000 estimated for 19/20 supporting two clients in housing, utilities, and case management as they go thru SSI determination. The goal is to get housing for people that they will be able to sustain once they get their SSI approval.

HMIOT - \$100,000, used for emergency housing for homeless persons with serious mental illness during sub-freezing temperatures (\$15,000). Also using to support CES implementation through contract with CoC (\$70,000). Facility improvements for facilities dedicated to serving homeless persons with serious mental illness (\$8,000). One staff person to support Wellness Center outreach & CES implementation (\$8,000)

MHSA - \$400,000 estimated for 19/20 Use to support case management and rehabilitation services for persons with mental illness experiencing



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homelessness. Supports Wellness Center facility in Bishop and Lone Pine, includes kitchen, laundry, showers, bathrooms, internet, as well as case management, transportation support, and rehabilitation services.

Alpine County:

None reported.

Local Funding:

Inyo County has allocated \$200,000 for a landlord incentive program to increase housing stock by providing low cost and/or forgivable loans for residents with unused dwelling units to refurbish/remodel and rent out.

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

Most of the County-administered programs do not serve homeless or at-risk of homelessness individuals and families in other jurisdictions. There have been exceptions when there are no resources available in one county and another county assists a client who has lived there previously. HEAP, CESH, ESG and CoC resources are integrated and coordinated with applicants from overlapping jurisdictions through the Eastern Sierra CoC Coordinated Entry System.

Housing is much more expensive in Mono County than in Inyo County and most employees of businesses that cater to tourists and the resorts cannot afford to live in the community. There are long waiting lists for low-income apartments and very few rentals on the market in mid-winter during ski season and summer for the fishing, backpacking and camping season. As a result, the CoC provides rapid rehousing and homelessness prevention assistance in outlying communities, including Bishop which is located about 50 miles to the south of Mammoth Lakes. Hotels and motels in Mono County also have less rooms available for emergency shelter. Hotel/motel vouchers and temporary or permanent housing available in Inyo County are offered to people experiencing homelessness in Mono County. The CoC also discusses sharing of available resources at quarterly meetings with scheduled agenda items and during the roundtable.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

Although the CoC and service organizations in the Eastern Sierra CoC have received additional funding in recent years to help end homelessness, there are



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still many unfunded needs in the community. These gaps in services and housing have been identified by service providers in the Strategic Plan, through analysis of HMIS data and during the most recent point-in-time count of persons experiencing homelessness.

Preliminary survey results of the count in late January indicate that there are fewer homeless persons in the Eastern Sierra than last year. Based on observations and data collected during the count, it appears that percentage of people living out of vehicles is about 75 percent of the unsheltered homeless population for the last two years. Almost all of the unsheltered population in Mono County live out of their vehicles due to extreme cold during the winter. This demonstrates a need for safe parking and additional outreach to homeless populations in remote areas and on public lands.

The counts for the last two years also suggest that there inadequate emergency shelter available in the tri-county area. Last year, only 17 of the 214 homeless population, or 8 percent of the total, were sheltered. Preliminary estimates for this year's count are that only 6 percent of people experiencing homelessness were sheltered. Only hotel/motel vouchers are provided in the Eastern Sierra and there are no dedicated emergency shelter or crisis beds.

Additionally, housing program and homeless outreach staff have been challenged to locate housing opportunities for homeless or at-risk individuals and families. There is almost no affordable housing in Mono County and limited housing available in Inyo County. Transitional and permanent supportive housing is also needed in both counties for many of the chronically homeless and people with substance abuse and mental health disorders. Most of the funding sources listed in Section 3, above, are for services only and capital improvements, such as purchasing property for emergency shelters or transitional housing and community cabins are not eligible expenses.

In accordance with California Health and Safety Code Section 50219(c)(8), the Eastern Sierra CoC demonstrates the need for a new navigation/crisis center with emergency shelter beds in Alpine, Inyo and Mono Counties as follows:

- a) There are no available dedicated emergency shelter beds in the tri-county service area, but government agencies, nonprofit organizations and faith-based groups offer hotel/motel vouchers to persons experiencing homelessness. The number of emergency shelter beds reported in the Housing Inventory Count (HIC) for 2019 was 13. Since then, the CoC has rented four rooms from a local hotel for emergency shelter with HEAP funding, bringing the total to 17.
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- b) The shelter vacancy rate in both summer and winter months is approximately 15 percent. Available hotel/motel rooms for emergency shelter are almost continuously occupied during winter months due to harsh weather conditions.
- c) The percentage of exits from emergency shelter to permanent housing solutions from the U.S. Department of Housing and Urban Development's (HUD's) Annual Performance Report in 2019 was 28 percent. This relatively low success rate is attributable to the challenges of providing case management with motel vouchers. Often program participants leave the hotel and service area and there is no available follow-up with supportive services and connections to transitional, supportive or permanent housing. The proposed navigation/crisis center/emergency shelter will result in more opportunities for the program participant to have contact with a case worker before exiting the program.
- d) The CoC's plan for connecting residents to permanent housing is outlined in the Coordinated Entry System Policies and Procedures and Written Standards. The Navigation/Crisis Center/Emergency Shelter will be staffed by health care, behavior health, social services, street outreach and housing placement staff from partnering organizations. They will collaborate to conduct graduated and progressive assessments for each person experiencing homelessness that is not diverted out of the system.

Individualized care is provided to each homeless or at-risk of homelessness person and a housing and service plan is developed to address their barriers, increase income, and maintain and sustain permanent housing. As part of the plan, a specialist identifies each support in which clients will need assistance to accomplish the outlined goals and objectives (e.g. scheduling appointments, applying for public benefits, and identifying subsidized housing). The housing plan will detail the steps necessary for program participants to obtain permanent housing with any needed supportive services. Housing placement assistance is also included in the plan to identify available apartment units and other appropriate shelter options. Deposits, rental payments and other financial services are available for rapidly rehousing individuals and families. Case management will also be provided to ensure that program participants are able to maintain housing and reduce the number of returns to homelessness.



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B. HHAP Funding Plans

1. The Eastern Sierra CoC will use the full HHAP funds to expand existing and create new programs that reduce the incidence and duration of homelessness in the region.

The existing youth homeless project will be expanded to include additional outreach and engagement with the local school districts. A second project is the expansion of the safe parking program that was recently initiated in the City of Bishop. The CoC desires to add safe parking in other locations in both Inyo and Mono Counties. A third component to address a major gap in available services is the establishment of a navigation center staffed by several service providers that also serves as a crisis center and emergency shelter. Inyo County Health and Human Services will contribute additional funding to the project for supportive services. The last project funded by HHAP is landlord incentives to increase housing opportunities for people experiencing or at imminent risk of homelessness.

The CoC stakeholders will expend CESH, HEAP, ESG and local funds to support all four HHAP projects. IMACA commits CESH, ESG and CSBG funds to augment HHAP dollars for operating safe parking projects in Inyo and Mono Counties. The Counties of Inyo and Mono will provide supportive services such as employment training, general and food assistance and unemployment benefits. All of the CoC stakeholders will assist to connect program participants with emergency shelter, transitional and permanent housing through the Coordinated Entry System.

Supporting services and staff for the navigation center/emergency shelter/crisis center are proposed from ESG, CESH and HEAP funding. In addition, the County of Inyo pledges Whole Person Care dollars to help staff the center so that it will operate year-round and 24 hours a day. The CoC plans to purchase property in the vicinity of the Northern Inyo Hospital so that medical personnel will also be available and can staff the facility.

Landlord incentives will be supplemented and supported with additional program funding from both IMACA and Inyo County. IMACA is administering a local rent subsidy program to assist homeless and at-risk of homelessness individuals and families with high rents in all three counties. The CoC will also work with Stanislaus Housing Authority to obtain additional Housing Choice Vouchers for the region. Inyo County has authorized funding to pay for a landlord incentive program to increase housing stock by providing low cost



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and/or forgivable loans for residents with unused dwelling units to refurbish/remodel and rent out.

Youth homeless services funded through HHAP will be supported with additional projects implemented by IMACA. The Agency's Head Start Program assists homeless families with counseling, early childhood education and housing assistance. Other youth service providers, including all three counties, will collaborate through the CoC Coordinated Entry System.

2. IMACA and all eligible contracting agencies administer all programs and services to people experiencing homelessness with Housing First principles as described in the CoC Written Standards. The administrative entity for the HHAP funds, IMACA, will ensure that these standards are included as a performance standard in any subcontracts.

Eastern Sierra CoC homeless service providers practice a Housing First approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

The CoC will ensure that all aspects of the system are operating with a Housing First orientation, and staff are having regular conversations with program participants around permanent housing. The CoC will: 1) include adherence to Housing First in all CoC, HCD, ESG, and Business, Consumer Services, and Housing (BCSH) agency project monitoring; 2) work with other funders to make Housing First a requirement of local funding; 3) conduct community-wide education on the Housing First philosophy through in-person trainings, webinars, articles, and other channels; and 4) conduct regular trainings with provider agencies to ensure adherence to Housing First.

The Core Components of the CoC's Housing First Policy are:

- (a) *Few to no programmatic prerequisites to permanent housing entry* – People experiencing homelessness shall be offered permanent housing with no programmatic preconditions such as demonstration of sobriety, completion of alcohol or drug treatment, or agreeing to comply with a treatment regimen upon entry into the program. People are also not required to first enter a transitional housing program in order to enter permanent housing.



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(b) *Low barrier admission policies* – Permanent supportive housing’s admissions policies shall be designed to “screen-in” rather than screen-out applicants with the greatest barriers to housing, such as having no or very low income, poor rental history and past evictions, or criminal histories. Housing programs will include tenant selection policies that prioritize people who have been homeless the longest or who have the highest service needs as evidenced by vulnerability assessments or the high utilization of crisis services.

(c) *Rapid and streamlined entry into housing* – Many people experiencing chronic homelessness may experience anxiety and uncertainty during a lengthy housing application and approval process. To address this issue, organizations shall make efforts to help people experiencing homelessness move into permanent housing as quickly as possible, streamlining application and approval processes, and reducing wait times.

(d) *Supportive services are voluntary, but can and should be used to persistently engage tenants to ensure housing stability* - Supportive services shall be proactively offered to help tenants achieve and maintain housing stability, but tenants are not required to participate in services as a condition of tenancy. Techniques such as harm reduction and motivational interviewing may be useful. Harm reduction techniques can confront and mitigate the harms of drug and alcohol use through non-judgmental communication while motivational interviewing may be useful in helping households acquire and utilize new skills and information.

(e) *Tenants have full rights, responsibilities, and legal protections* – The ultimate goal of the Housing First approach is to help people experiencing homelessness achieve long-term housing stability in permanent housing. Permanent housing is defined as housing where tenants have leases that confer the full rights, responsibilities, and legal protections under Federal, state, and local housing laws. Tenants are educated about their lease terms, given access to legal assistance, and encouraged to exercise their full legal rights and responsibilities. Landlords and providers in Housing First models abide by their legally defined roles and obligations. For instance, landlords and providers do not enter tenants’ apartments without tenants’ knowledge and permission except under legally-defined emergency circumstances. Many Housing First permanent supportive housing programs also have a tenant association or council to review program policies and provide feedback, and formal processes for tenants to submit suggestions or grievances.



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(f) *Practices and policies to prevent lease violations and evictions* –Housing First supportive housing programs shall incorporate practices and policies that prevent lease violations and evictions among tenants. For instance, program policies consistent with a Housing First approach do not consider alcohol or drug use in and of itself to be lease violations, unless such use results in disturbances to neighbors or is associated with illegal activity (e.g. selling illegal substances.) Housing First models may also have policies that give tenants some flexibility and recourse in the rent payment, which in many subsidized housing programs is 30% of the participant’s income. For example, rather than moving towards eviction proceedings due to missed rent payments, programs may allow tenants to enter into payment installment plans for rent arrearages, or offer money management assistance to tenants.

4. Partners Addressing Homelessness

A. Collaborating Partner Efforts

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

Youth Homeless Project: The partners that the CoC and homeless youth service provider will collaborate with on the project include educational institutions in all three counties, other youth service providers, domestic violence service providers, health care agencies, tribal organizations, health and human service and behavioral health agencies in all three counties, law enforcement, juvenile corrections, faith-based organizations, the local chamber of commerce, people with lived experiences, workforce development agencies and foster care providers and agencies.

Initially, after the award of HHAP funds, the CoC will solicit proposals for one or more homeless youth service projects that addresses needs in the tri-county region. The request will be distributed to faith-based organizations, schools, youth service providers, non-profits, county human services and behavioral health organizations and foster care agencies. The CoC will evaluate proposals and select a project service provider who will then collaborate with referring agencies that assist homeless youth. The service provider will consult with people with lived experiences to get a better understanding of issues facing this subpopulation and identify solutions ending homelessness. Available resources for emergency shelter, transitional housing, supportive housing, foster care and permanent housing will be accessed through the CoC’s Coordinated Entry System. The service provider is also responsible for entering information into the Homeless Management Information System and reporting outcomes to the



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CoC with regular reports. Case management services and follow-up to ensure shelter and housing retention will also be provided by the contractor.

Safe Parking Projects: The Safe Parking Projects proposed in Inyo and Mono Counties will require close collaboration with law enforcement agencies, hospitals and health care providers, behavioral health agencies, health and human services, workforce development, housing agencies, the local housing authority, tribal organizations and people with lived experiences.

Selection of appropriate sites for the safe parking lots will necessitate coordination with law enforcement agencies as well owners of properties that could be potentially impacted by these facilities. Once established and operating, safe parking administrators will collaborate with behavioral health, social services, health care agencies, workforce groups and faith-based organizations to provide supportive services. Additionally, the project administrator will use coordinated entry to provide emergency shelter along with transitional and permanent housing options to people living out of their vehicles and who are homeless. Participants with adequate income will be linked with housing choice vouchers through the Stanislaus Housing Authority and permanent housing from IMACA and Mammoth Lakes Housing. Finally, the CoC and safe parking provider will collaborate with people that have lived experience to provide effective housing solutions.

Navigation Center/crisis center/emergency shelter: This ambitious project proposed by CoC stakeholders will necessitate close working relationships with all of the homeless service providers in the Eastern Sierra. Currently, there is no emergency shelter facility-only hotel/motel vouchers provided by faith-based organizations, the county social service agencies and IMACA. Extreme cold in the winter and life-threatening heat in the summer warrant operation of at least one crisis center for people experiencing homelessness in the tri-county region. The key collaborators for this facility proposed in Bishop are Inyo County Health and Human Services, including Behavioral Health, IMACA, Northern Inyo Hospital and the City of Bishop. Secondly, the CoC will coordinate services with the Bishop Police Department, Inyo County Sheriff, Inyo County Corrections, youth homeless service providers, landlords and housing agencies, local tribes, faith-based organizations, the Bishop Chamber of Commerce, workforce development organizations and people with lived experiences.



Eastern Sierra Continuum of Care (CoC)

HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)

PROGRAM – APPLICATION NARRATIVE

The Eastern Sierra CoC Homeless Navigation Center will be staffed with experienced professionals from Inyo County Health and Human Services, IMACA, Northern Inyo Hospital, and volunteers from the local Salvation Army and other faith-based organizations. Crisis services will be available, including emergency shelter beds, to stabilize homeless individuals and families and connect them with needed services such as medical assistance, mental health counseling, substance abuse treatment and transitional and permanent housing. Additionally, the CoC will collaborate with local tribes, law enforcement agencies, corrections, youth service providers, the chamber of commerce and other referral organizations and coordinate assistance with agencies and organizations administering projects available through the Coordinated Entry System.

Landlord incentives: In a concerted effort to increase the availability of permanent housing in Alpine, Inyo and Mono Counties, the CoC will offer landlord incentives such as additional security deposits, modest increases in rent, both first and last month's rent, damage claim for unit costs beyond the security deposit, a holding fee of up to one month's rent to hold a vacant unit and increased rent with each additional month occupancy by people who were homeless.

The CoC will coordinate with property management companies, real estate agencies, IMACA, Mammoth Lakes Housing, the Bishop Paiute Tribe (provides housing to tribal members) and landlords that have leased to homeless or at-risk of homelessness individuals and families. On the referral side of the equation, the CoC will connect people experiencing homelessness with cooperating landlords through the Coordinated Entry System. Stakeholders in all three counties, including service providers as well as collaborative partners that include the City of Bishop and Town of Mammoth Lakes, will be notified of the available landlord incentive program.



Eastern Sierra Continuum of Care (CoC)

HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)

PROGRAM – APPLICATION NARRATIVE

2. Describe any barriers that you experience in partnering, and how you plan to address them.

Since the CoC was established in 2014, there has been a steady increase in participation by service providers in the Eastern Sierra. The county health and human services and behavioral health agencies have been particularly vested in the process and have partnered extensively with other agencies recently. The Salvation Army and faith-based organizations have worked together to provide needed homeless services in the community as well. Recently, we have seen more involvement by the Northern Inyo Hospital and tribal organizations as well as local government, law enforcement and corrections.

Unfortunately, consistent representation and partnering with agencies has been difficult and is usually centered on the point-in-time count or community-based projects. A dearth of funding and available land to develop projects is another barrier to creating effective partnerships. A third challenge is working across jurisdictional boundaries on projects. Agency staff are charged with serving their constituents and advocating for projects that reduce the incidence of homelessness in their service area. The Eastern Sierra CoC encompasses over 14,000 square miles with a population of less than 35,000 people. Out of necessity, projects must often serve more than one jurisdiction and require collaboration.

To address these challenges, the CoC will develop and administer programs and projects that serve targeted homeless populations in all three counties. We believe that the projects proposed for funding in this application achieve that goal. Available funding will bring more partners to the table, foster new collaborations and result in more housing placements and fewer homeless.



Eastern Sierra Continuum of Care (CoC)
HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)
PROGRAM – APPLICATION NARRATIVE

5. Solutions to Address Homelessness

The measurable goals that HHAP will be expected to achieve in the Eastern Sierra with the four proposed projects are:

Goals for Homeless Youth Expansion Project:

1. Provide outreach and engagement to 50 homeless youth, stabilization and emergency shelter to 40 homeless youth, supportive services to 25 homeless youth, secure supportive or permanent housing for 40 homeless youth and retain permanent housing for 70 percent or 30 of youth served.
2. Reduce the number of unsheltered homeless youth in tri-county region by 10 percentage points annually (baseline of unsheltered homeless youth of 89 percent from 2019).

Goals for Navigation/Crisis Center/Emergency Shelter Project:

1. Provide access and entry for 300 people experiencing homelessness each year, emergency shelter and stabilization for 240 people per year, supportive services, 150 people each year, transitional or permanent housing to 60 people each year and diversion for 30 people each year.
2. Increase the percentage of total homeless population that is sheltered by 10 percentage points annually (baseline of 8 percent from 2019).

Goals for Safe Parking Expansion Project:

1. Provide safe parking for 100 people each year who are homeless and living out of their vehicles, supportive services to 30 people per year, permanent or transitional housing provided to 10 people each year.
2. Reduce the percentage of homeless people living out of vehicles by 10 percentage points per year (baseline 74 percent in 2019).

Goals for Landlord Incentives Program:

1. Secure participation by 10 landlords each year in tri-county region, housing placement for 10 homeless or at-risk of homelessness people each year, and retention of 80 percent or 8 renters each year.
2. Increase the percentage of successful exits from emergency shelter and transitional housing into permanent housing by 5 percentage points annually (baseline of 36 percent in 2019).



Eastern Sierra Continuum of Care (CoC)

HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP) PROGRAM – APPLICATION NARRATIVE

Goals for All HHAP Programs Combined:

1. Serve 385 people experiencing or at imminent risk of homelessness per year in all HHAP programs combined.
2. Successfully place 95 individuals (25%) each year in permanent housing across all HHAP Programs.

Alpine, Inyo, Mono Counties CoC was assisted in the preparation of a Strategic Plan by the Technical Assistance Collaborative in 2019. The completed and CoC-approved Plan is not yet compliant with No Place Like Home requirements and requires development of an action or implementation plan. The goals have been identified and include:

Goal 1: The community has identified and provided outreach to all individuals experiencing or at risk for homelessness and prevents homelessness whenever possible.

Objective: Create plan for conducting outreach

Action Steps:

- A. Convene an outreach subcommittee to map outreach strategies
- B. Leverage existing outreach resources to better understand gaps and improve practices

Objective: Increase geographical coverage for outreach

Action Steps:

- A. Research best practices for rural communities to determine next steps

Objective: Increase overall capacity with traditional and non-traditional service locations

Action Steps:

- A. Strengthen partnerships with law enforcement and public land management agencies, which are often the first point of contact for people experiencing homelessness or housing instability

Goal 2: The community provides access to shelter or other temporary accommodations immediately to any person experiencing unsheltered homelessness who wants them.

Objective: Add more drop-in locations

Action Steps:

- A. Identify potential permanent or pop-up locations for people who need basic services such as showers, laundry, hygiene items, and warming/cooling
- B. Identify staff who will be stationed at these drop-in locations to increase engagement with the homeless-serving system



Eastern Sierra Continuum of Care (CoC)
HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)
PROGRAM – APPLICATION NARRATIVE

Objective: Increase crisis housing capacity

Action Steps:

- A. Inventory county-owned buildings and/or land to identify a location for crisis housing
- B. Create a list of hotels and motels that have agreed to house people who are homeless
- C. Increase recruitment and retention of hotel and motel owners by drafting program policies and standards for all partners who engage in this housing model
- D. Work with local government and other partners (such as Chambers of Commerce) to recruit partners who might provide crisis housing
- E. Work with existing crisis resources to allow pets, partners, and possessions
- F. Inventory funding partners that might want to support crisis housing
- G. Expand safe parking lot options across the CoC

Goal 3: The community uses coordinated entry processes to link all people experiencing homelessness to housing and services solutions tailored to their needs.

Objective: Reconvene the coordinated entry subcommittee to better understand CE challenges

Action Steps:

- A. Research best practices for CE in rural counties
- B. Hire a consultant to facilitate this process who is familiar with rural challenges and legal hurdles to implement CE with county entities

Objective: Increase participation in coordinated entry

Action Steps:

- A. Explore alternative assessment tool options, including phased assessment
- B. Research methods to engage virtually with people experiencing homelessness who might be geographically far from an assessment point
- C. Conduct annual CE training on purpose and processes

Objective: Increase participation in the Homeless Management Information System

Action Steps:

- A. Conduct regular education and marketing to CoC partners
- B. Conduct outreach to agencies that have expressed willingness to input into HMIS
- C. Conduct annual HMIS training for new and continuing HMIS providers

Objective: Explore funding opportunities available for coordinated entry implementation

Action Steps:

- A. Research different funding sources, and map their eligible activities to the CoC's CE needs



Eastern Sierra Continuum of Care (CoC)

HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)

PROGRAM – APPLICATION NARRATIVE

Objective: Ensure that discharge planning occurs CoC-wide so people do not exit other systems (child welfare, hospital, corrections) to homelessness

Action Steps:

- A. Fund a Coordinated Reentry position to work with systems of care on discharge planning
- B. Ensure that all hospital systems track housing status electronically for all admitted patients

Goal 4: The community has implemented a community-wide Housing First orientation and response that considers the preferences of the individuals being served.

Objective: Ensure that all aspects of the system are operating with a Housing First orientation, and staff are having regular conversations with program participants around permanent housing

Action Steps:

- A. Include adherence to Housing First in all CoC, HCD, ESG, and Business, Consumer Services, and Housing (BCSH) agency project monitoring
- B. Work with other funders to make Housing First a requirement of local funding
- C. Conduct community-wide education on the Housing First philosophy through in-person trainings, webinars, articles, and other channels
- D. Conduct regular trainings with provider agencies to ensure adherence to Housing First

Goal 5: The community helps individuals experiencing homelessness to move swiftly into permanent housing with the appropriate level of supportive services, and effectively prioritizes people for all housing resources.

Objective: Increase the stock of permanent affordable housing

Action Steps:

- A. Reinforce partnerships, braiding resources more effectively to develop housing
- B. When affordable housing is under consideration by decision-making bodies, notify all CoC members so they can provide support
- C. Develop multiple housing proposals that are ready to be submitted whenever funding becomes available to the CoC.

Objective: Increase the number of landlords who are willing to house people who are homeless

Action Steps:

- A. Strengthen outreach to prospective landlords through property management companies, realtor organizations, and other avenues
 - B. Improve retention of partner landlords through a designated liaison position for the CoC, who is the point person for all landlord/tenant issues
-



Eastern Sierra Continuum of Care (CoC)
HOMELESS HOUSING, ASSISTANCE AND PREVENTION (HHAP)
PROGRAM – APPLICATION NARRATIVE

Objective: Inventory all permanent housing resources

Action Steps:

- A. Ensure that the Housing Inventory Count (HIC) accurately reflects available resources
- B. Conduct an annual scan of housing resources available across the CoC

Objective: Increase the number of beds available in other supportive housing projects.

Action Steps:

- A. Develop permanent supportive housing projects for people experiencing homelessness who require ongoing services.
- B. Add transitional housing projects in geographic areas identified as underserved.



County of Inyo
HEALTH & HUMAN SERVICES DEPARTMENT

Marilyn Mann, Director

mmann@inyocounty.us

- ADMINISTRATION & EASTERN SIERRA AREA AGENCY ON AGING
163 May Street
Bishop, CA 93514
TEL: (760) 873-3305
FAX: (760) 873-6505
SENIOR CENTERS
TEL: (760) 873-6364
Long Term Care (LTC) OMBUDSMAN
682 Spruce St.
Bishop, CA 93514
TEL: (760) 872-4128 / FAX: (760) 873-4250
- FISCAL
155 Market Street, Drawer A or H
Independence CA 93526
TEL: (760) 878-0242
FAX: (760) 878-0266
- ADULT SOCIAL SERVICES
Aging, APS & IHSS
162-J Grove Street
Bishop, CA 93514
TEL: (760) 872-1727
FAX: (760) 873-5103
- CHILDREN'S SOCIAL SERVICES
CPS, FIRST (Wraparound) &
Resource Family Approval
162-J Grove Street
Bishop, CA 93514
TEL: (760) 872-1727
FAX: (760) 872-1749
- EMPLOYMENT & ELIGIBILITY
920 N. Main Street
Bishop, CA 93514
TEL: (760) 872-1394
FAX: (760) 872-4950
Lone Pine TEL: (760) 876-5545
- BEHAVIORAL HEALTH
Mental Health, Wellness Centers,
Progress House & Substance Use
Disorder Services
162-J Grove Street
Bishop, CA 93514
TEL: (760) 873-6533
FAX: (760) 873-3277
- PUBLIC HEALTH
207 A South Street
Bishop, CA 93514
TEL: (760) 873-7868
FAX: (760) 873-7800
- PREVENTION
WIC, First 5, Tobacco & Other Prevention
586 W. Line Street
Bishop, CA 93514
TEL: (760) 872-1885 / (760) 873-6453
FAX: (760) 872-1623
- TECOPA COMMUNITY CENTER
405 Hot Springs Road
Tecopa, CA 92389
TEL: (760) 852-4264
FAX: (760) 852-4343

February 11, 2020

Alexis Podesta, Council Chair
California Homeless Coordinating and Financing Council
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

Re: *Letter of Regional Support for Homeless Housing, Assistance and Prevention (HHAP) Program Application -- Alpine, Inyo, Mono Counties CoC*

Dear Ms. Podesta:

The County of Inyo Department of Health and Human Services supports the regional HHAP application submitted by Inyo Mono Advocates for Community Action (IMACA), the administrative entity for the Alpine, Inyo and Mono Counties Continuum of Care (CoC). Stakeholders, including staff from Inyo County Department of Health and Human Services, County Board of Supervisors, and other stakeholders met on December 9, 2019 and January 15, 2020 to discuss urgently needed services and programs for people experiencing, or at imminent risk of, homelessness in our communities.

After discussion and careful consideration, the CoC approved a spending plan for additional homeless youth services, safe parking programs, a navigation center/crisis center/emergency shelter and landlord incentives to help house people experiencing homelessness. These projects and the five-year spending plan accurately address Inyo County's fair share of the regional need for homeless services. The County agrees to regional coordination and partnership to successfully implement these new and expanded homeless programs.

The County has also reviewed and agrees to a plan by the CoC and IMACA to schedule quarterly meetings to jointly plan and evaluate HHAP spending and projects. Evaluations will include a review of program expenditures and committed funds, and determine the effectiveness of projects serving the homeless population within the jurisdiction.

Please contact me at 760-873-3305 if you have any questions regarding this Letter of Support for the regional HHAP application.

Sincerely,

Marilyn Mann
Director

Inyo County Department of Health and Human Services



**COUNTY ADMINISTRATIVE OFFICE
COUNTY OF MONO**

P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517
(760) 932-5410 • FAX (760) 932-5411

February 7, 2020

Alexis Podesta, Council Chair
California Homeless Coordinating and Financing Council
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

Re: Letter of Regional Support for Homeless Housing, Assistance and Prevention (HHAP) Program
Application -- Alpine, Inyo, Mono Counties Continuum of Care

Dear Ms. Podesta:

The County of Mono fully supports the regional HHAP application submitted by Inyo Mono Advocates for Community Action (IMACA), the administrative entity for the Alpine, Inyo and Mono Counties Continuum of Care (CoC). Stakeholders, including staff from Mono County Departments of Social Services and Behavioral Health, met on December 9, 2019 and January 15, 2020 to discuss urgently needed services and programs for people experiencing, or at imminent risk of, homelessness in our communities.

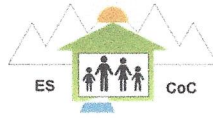
After discussion and careful consideration, the CoC approved a spending plan for additional homeless youth services, safe parking programs, a navigation center/crisis center/emergency shelter and landlord incentives to help house people experiencing homelessness. These projects and the five-year spending plan accurately address Mono County's fair share of the regional need for homeless services. The County agrees to regional coordination and partnership to successfully implement these new and expanded homeless programs.

The County has also reviewed and agrees to a plan by the CoC and IMACA to schedule quarterly meetings to jointly plan and evaluate HHAP spending and projects. Evaluations will include a review of program expenditures and committed funds, and determine the effectiveness of projects serving the homeless population within the jurisdiction.

Please contact me at 760-932-5414 if you have any questions regarding this Letter of Support for the regional HHAP application.

Sincerely,

Steve Barwick
Mono County Administrative Officer



February 7, 2020

Alexis Podesta, Council Chair
California Homeless Coordinating and Financing Council
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

Re: Letter of Regional Support for Homeless Housing, Assistance and Prevention
(HHAP) Program Application -- Alpine, Inyo, Mono Counties Continuum of Care

Dear Ms. Podesta:

The Eastern Sierra Continuum of Care (CoC) (Alpine, Inyo, Mono Counties) fully supports the regional HHAP application submitted by Inyo Mono Advocates for Community Action (IMACA). Stakeholders met on December 9, 2019 and January 15, 2020 to discuss urgently needed services and programs for people experiencing, or at imminent risk of, homelessness in our communities.

After discussion and careful consideration, the CoC membership unanimously approved a spending plan for additional homeless youth services, safe parking programs, a navigation center/crisis center/emergency shelter and landlord incentives to help house people experiencing homelessness. These projects and the five-year spending plan accurately address the CoC's fair share of the regional need for homeless services. The CoC agrees to regional coordination and partnership to successfully implement these new and expanded homeless programs.

The CoC has also reviewed and agrees to a plan by IMACA to schedule quarterly meetings to jointly plan and evaluate HHAP spending and projects. Evaluations will include a review of program expenditures and committed funds, and determine the effectiveness of projects serving the homeless population within the jurisdiction.

Please contact me at 760-648-3075 if you have any questions regarding this Letter of Support for the regional HHAP application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Susi Bains', written over a white background.

Susi Bains
Chair, Eastern Sierra CoC



CITY OF BISHOP

377 West Line Street – Bishop, CA 93514
P.O. Box 1236 – Bishop, CA 93515
City Hall (760) 873-5863 – Fax (760) 873-4873
www.cityofbishop.com

January 27, 2020

Larry Emerson
Director of Planning and Housing
Inyo Mono Advocates for Community Action
137 East South Street
Bishop, CA 93514

Dear Mr. Emerson:

I am writing on behalf of the Bishop City Council in support of the Eastern Sierra Continuum of Care (CoC) regional application for the Homeless Housing, Assistance, and Prevention Program (HHAP). Homelessness is an urgent concern for the City Council, and the City supports the priorities for HHAP programming established by the CoC.

Although the City of Bishop is not an HHAP-eligible party, we anticipate working closely with the CoC to implement homelessness assistance and prevention program through HHAP-funded initiatives. The City of Bishop has reviewed the CoC's spending plan, and agrees with the projects identified to address homelessness, including establishing a navigation center, transitional housing, landlord incentives, and safe parking programs. As the largest population center in Inyo County, the City anticipates implementation of the HHAP spending plan will require close coordination with City staff, and we will continue to participate in regular CoC meetings to support and evaluate the success of HHAP funded projects.

Thank you for your efforts to address homelessness in our community. If you have any questions, please feel welcome to contact me at eastsmith5@aol.com or by calling Bishop City Hall at (760) 873-5863 x24.

Sincerely,

Laura Smith
Mayor, City of Bishop