

**Mendocino County Homeless Services Continuum of Care's
Homeless Housing, Assistance and Prevention Program (HHAP) Application
Narrative**

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Deadline: February 15, 2020

Longitudinal System Assessment (LSA)

Mendocino County Homeless Services Continuum of Care's (MCHSCoC) Longitudinal System Assessment (LSA) for Fiscal Year (FY) 2018 (October 1, 2017 – September 30, 2018) Summary Data View .xlsx file is included with this application as a separate electronic file. This data has been made available to Mendocino County Health and Human Services Agency (HHSA), the only other HHAP eligible regional applicant in the MCHSCoC jurisdiction of Mendocino County.

During FY 2018, the MCHSCoC served 208 total households in Emergency Shelter, Safe Haven and Transitional Housing Projects; 52 total households in Rapid Rehousing; and 144 total households in Permanent Supportive Housing. During this same time period, a total of 346 disabled households, 89 chronically homeless households, and 133 households with members aged 55 or older were served. Also served were 40 unaccompanied youth, 45 veterans, 206 females, 228 males, 1 transgender person and 0 gender non-conforming persons. Of the individuals served, 326 were White and Non-Hispanic or Latino/a (only); 37 were White and Hispanic or Latino/a (only); 12 were Black or African American (only); 2 were Asian; 28 were American Indian or Alaska Native (only); 3 were Native Hawaiian/Other Pacific Islander (only); and 21 were Multiple Races.

Demonstration of Regional Coordination

Mendocino County HHSA is both the Federal CoC Program Collaborative Applicant, the State of California Administrative Entity, and the Homeless Management Information System (HMIS) Lead Agency for CoC CA-509: Mendocino County. Mendocino County HHSA has assigned these tasks to the Housing Options for Mendocino (HOME) Team. Additional duties of the HOME Team includes facilitating collaboration between Mendocino County HHSA and

MCHSCoC pertaining to the Homeless Housing, Assistance and Prevention (HHAP) Program, as well as completion of the CoC and County HHAP grant applications. As Mendocino County HHSA is the Administrative Entity for both the CoC and County, the author has access to all relevant policy and procedural documentation, LSAs, and all other documentation required to complete the HHAP application process.

Coordinated Entry System Information

MCHSCoC's Coordinated Entry System (CES) is operated through a collaboration of MCHSCoC Member Agencies and the MCHSCoC Coordinated Entry and Discharge Planning (CEDP) Committee. The Community Development Commission (CDC) of Mendocino County is the Housing Authority (HA) and non-profit agency that is the recipient of two FY2019 U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) Program Tier 1 project awards; CDC receives \$46,416 for a Coordinated Entry Project and \$1,495,471 for a Permanent Supportive Housing Tenant-Based Rental Assistance Project, formerly known as Shelter Plus Care. There has not yet been an award announcement pertaining to FY2019 CoC Program Tier 2 requests. Through its CES CoC Project, CDC of Mendocino County works closely with the HMIS Lead Agency to coordinate the Coordinated Entry By-Name List and connecting clients with appropriate housing interventions available through the MCHSCoC Coordinated Entry System.

How the Coordinated Entry System Functions. The MCHSCoC CES By-Name List (BNL) consists of individuals, families with children, and transitional age youth experiencing homelessness that have completed an intake assessment that gathers HUD's Universal Data Elements and vulnerability assessment with a CES participating agency housing case manager or social worker. The triage tool used to determine the individual or family's vulnerability is the VI-

SPDAT 2.01 – SINGLE (Vulnerability Index - Service Prioritization Decision Assistance Tool), VI-SPDAT 2.0 – FAMILY and TAY-VI-SPDAT (Transitional Age Youth). In addition to completing a CES assessment, barriers identified during the assessment process are reviewed with the individual or family experiencing homelessness to determine what type and quality of care they are receiving. If the level and/or quality of care the individual or family is receiving does not meet their satisfaction, housing case managers and social workers explore alternate or additional services available. Housing case managers and social workers also provide referral information for local resources and if the CES assessing agency or program is unable to provide long term case management services, a warm hand-off is arranged between the CES assessing agency and an alternate agency or program able to serve the individual or family long-term.

Mendocino County HHSA, the HMIS Lead Agency, publishes a list of all individuals, families and TAY households that have completed a CES and VI-SPDAT assessment that have been entered into the local HMIS. This list contains a unique client ID number created by the HMIS, household type, assessment date, CES enrollment date, CES assessing agency and employee name, veteran status and VI-SPDAT category and aggregate scores. This information is exported into an Excel workbook, with separate tabulated sheets for individual, family and TAY households as the aggregate scoring scale for each assessment varies. The BNL is then sorted high to low, first by aggregate VI-SPDAT score and then by length of time homeless. To remain on the BNL, applicants must complete a program update assessment, which includes a new VI-SPDAT, once every six months. If no assessment update is completed after six months post intake, the applicant is dropped from the next BNL publishing.

The BNL is password protected and then securely emailed to all CES participating agencies and housing providers. CES participating agencies use the BNL for quality assurance to

ensure all households they serve are included. CES participating housing providers use the BNL to identify all applicants with the VI-SPDAT score appropriate for their project and then select the first eligible applicant(s) with the highest VI-SPDAT aggregate score that has been homeless the longest of all applicants with the same score. To ensure additional quality of BNL data, the MCHSCoC CEDP Committee sponsors a semi-monthly housing navigation meeting. During this meeting, CES assessing agencies and CES participating housing providers collaborate to identify households that are not but should be included on the BNL, as well as troubleshooting concerns regarding housing referrals made through the CES.

How Coordinated Entry System utilization is promoted. At this time, the MCHSCoC does not have an established marketing plan for its CES but has incorporated this need into its 2020 Strategic Plan. Currently, promotion of the CES is conducted by multiple Community Based Organization (CBO) and Governmental Agencies throughout the jurisdiction that serve those experiencing homelessness in some capacity.

Outreach. Promotion is done at the service locations through use of flyers, interactions with persons seeking services, and referrals from programs that do not participate in the CES. The only street outreach programs in our community are the Street Medicine Team operated by Adventist Health, which provides hospital services and primary medical care, and the Mobile Ministry operated by Nor Cal Christian Ministries, a local faith-based non-profit organization. These street outreach projects provide referral information for the CES to all persons they interact with, but completion of a CES assessment in the field is not yet established.

There are three CBOs established as CES Entry Sites where anyone experiencing homelessness can complete a CES intake, which are: Mendocino Coast Hospitality Center, which serves all populations of persons experiencing homelessness in the Coastal Communities

of the jurisdiction; the MCAVHN Care and Prevention Network (MCPN), which serves persons experiencing homelessness in the Inland Communities of the jurisdiction; and Redwood Community Services' Arbor Youth Resource Center, which exclusively serves youth under the age of 25 experiencing homelessness, also in the Inland Community. Additionally, other CBO that exclusively serve a specialized population(s), such as Manzanita Services and the Hospitality Clinic that serve persons with a serious mental and emotional disorders, conduct CES assessments with their clients that are experiencing homelessness.

Nondiscrimination complaint or grievance process. The current CES Policies and Procedures require that all CES participating agencies must comply with the Fair Housing Act in all of their housing transactions. CES participating agencies must agree to have a nondiscrimination complaint or grievance process, which must contain information on how CES participants can file a Fair Housing Complaint by including contact information for the Department of Fair Employment and Housing. The MCHSCoC Emergency Shelter and Rapid Re-Housing Written Standards for the Emergency Solutions Grant (ESG) contain grievance policies which organizations that receive ESG funding for Rapid Rehousing Projects administered by the MCHSCoC must follow. CES Policies and Procedures also describe an appeal process that must be followed by all CES participating agencies that utilize the CES to make housing placements using the CES.

At this time, there is no specific nondiscrimination complain or grievance process established in the CES Policies and Procedures pertaining to CES assessing agencies. This has been brought to the attention of the CEDP Committee, which is actively working on a draft policy to include in the current CES Policies and Procedures. The draft policy will be reviewed for possible adoption at the CEDP Committee's March 5, 2020 meeting.

Culturally responsive services. To ensure services provided by CES assessors are culturally responsive, CoC participating agencies are invited to cultural diversity trainings offered by Mendocino County Health and Human Services Agency Behavioral Health and Recovery Services' Cultural Diversity Committee. Examples of training topics offered include Implicit Bias, Gender Spectrum Training, Latino Immigrants, and an annual Cultural Competency training co-facilitated by the Cultural Diversity Committee and the Consolidated Tribal Health Project.

Current Challenges. The largest and most impactful challenge our CES is currently facing is the transition of HMIS software vendors that began in July 2019 and is still ongoing. Since 2007, MCHSCoC has utilized Eccovia Solutions' ClientTrack HMIS Software, but the system was not meeting the CoC service provider or administrative entity needs, so the CEDP Committee conducted a search for a new HMIS Software Vendor. WellSky Corporation's ServicePoint Software was chosen and the new system went live in early January 2020. However, historical data through December 15, 2019 has not yet been migrated to the new system by WellSky Corporation, which is discouraging HMIS users from using the new system. While this challenge is impacting CES service providers' ability to enter the data into the HMIS, all CES services are continuing with no disruption to data collection and referral. The HMIS Lead is actively engaged in the data migration process and will continue to keep all HMIS users and agencies aware of all software vendor transition progress and challenges.

Another challenge facing MCHSCoC is increasing the HMIS Utilization Rates for Emergency Shelters and Transitional Housing Projects throughout Mendocino County. The 2018 Housing Inventory List for CA-509 shows that only three of the five total Emergency Shelters in CoC CA-509's jurisdiction of Mendocino County have 100% bed utilization. These three

Emergency Shelters employ low or no barrier entry policies and serve all individuals and families experiencing homelessness. The fourth Emergency Shelter Project for single adults showed a 58% utilization rate and the fifth is a Transitional Age Youth (TAY) Emergency Shelter Project that had a 0% utilization rate. While the latter two projects only represent 37 beds total, they represent over 30% of all emergency shelter beds and present a challenge for the MCHSCoC to pursue. Similarly, two of the three HMIS participating Transitional Housing Projects had utilization rates for the same period that were at or below 66%, leaving 19 transitional housing beds vacant. The third HMIS participating Transitional Housing Project had 0 participants with a capacity of 38 TAY beds available. The HMIS Lead suspects this is inaccurate data as the project failed to participate in the 2018 Point-in-Time and Housing Inventory Counts.

Another challenge MCHSCoC is experiencing is a low rate of HMIS participation among housing for the homeless service projects not mandated by law, regulation or other written agreement to participate in HMIS. Non-mandated HMIS participating projects often have poor data quality, which impacts the overall system performance reporting and can lead to identification of ineffective strategies and inaccurate resource allocation. To address the challenges of both low HMIS utilization and coverage rates, the HMIS Lead Agency has identified both challenges in its HUD HMIS Capacity Building Grant (CBG). This grant has provided the HMIS Lead with Technical Assistance (TA) through the company ICF, which has identified both aforementioned challenges to be addressed through the creation of a Data Quality Management Plan (DQMP). The HMIS Lead is recruiting an additional staff member through the HMIS CBG to be the third HMIS Lead Administrator, who will work with underperforming or non-participating projects and organizations to improve their bed utilization and HMIS coverage

rates.

Prioritization Criteria

There are two criteria used to prioritize assistance for persons experiencing homelessness in Mendocino County whom have completed a CE assessment, which are VI-SPDAT scores and length of time homeless. There are three CE enrollment locations in Mendocino County and many other homeless service providers complete CE assessments with persons they serve or engage with that are experiencing homelessness. The HMIS lead then compiles a list of all households that have completed a CE assessment, which is provided to all CES participating housing projects. Each project then identifies households with the appropriate range of VI-SPDAT Scores for their project type (for the single adult assessment, Permanent Supportive Housing (PSH) is score of 8 or higher, Rapid Re-Housing is 4-7 and 0-3 is Shelter Diversion) and selects the first eligible household with the highest VI-SPDAT score. If two or more eligible households have the same score, the household that has experienced homelessness the longest is selected.

Coordination of Regional Needs

The MCHSCoC and Mendocino County HHSA have coordinated to identify the most urgent system needs as outlined in the revisions of the Strategic Plan to Address Homelessness in Mendocino County, as collaboratively recommended by the Strategic Planning Committee of the MCHSCoC and Homeless Action Ad Hoc Committee of the Mendocino County Board of Supervisors (BOS). Mendocino County HHSA has been represented at all MCHSCoC Strategic Planning Committee Meetings, as well as all MCHSCoC Homeless, Housing, Assistance and Prevention Program (HHAP) Ad Hoc Committee Meetings. Together, the two entities identified four HHAP budget categories that would meet urgent needs within the homeless services system

within Mendocino County, which are: Operating Subsidies and Reserves, Landlord Incentives, Outreach and Coordination (including employment) and Prevention and Shelter Diversion to Permanent Housing. In addition to these four categories, the MCHSCoC also included Rental Assistance/Rapid Rehousing in its proposed HHAP budget. Mendocino County HHSA decided against including funds for Rental Assistance/Rapid Rehousing in its HHAP Proposed Budget as MCHSCoC has the most expertise in this area and this is the most abundant resource available through our current homeless service system.

Mendocino County HHSA is the MCHSCoC approved Administrative Entity and will administer both the MCHSCoC and Mendocino County HHAP allocations and grant agreements with the State of California in collaboration with the MCHSCoC and Mendocino County Board of Supervisors. Both entities have agreed that a minimum of 8% of all project funds will be reserved to serve youth experiencing homelessness, which will be achieved through HHAP funded contracts with youth servicing agencies or project prioritization criteria. MCHSCoC and Mendocino County also agreed to re-evaluate their budget distributions after specific project activities are identified to fill the specific needs and gaps identified within the current homeless service system.

Creating Sustainable, Long Term Housing Solutions

In 2019, Rural Communities Housing Development Corporation (RCHDC) opened Willow Terrace Apartments, a new, 37-unit low-income apartment complex that exclusively serves low-income individuals with a serious mental or emotional illness that are experiencing homelessness. RCHDC partnered with Redwood Quality Management Company (RQMC) to provide onsite behavioral health care for residents of Willow Terrace. Mendocino County HHSA and MCHSCoC are working collaboratively with RCHDC to develop the Orr Creek Commons

low-income housing complex, of which 10 units will be developed using funding from California's Homeless Emergency Aid Program (HEAP). These units will be reserved for households experiencing homelessness that are also recipients of services through Mendocino County HHSA, specifically Family & Children's Services (FCS), Housing and Disability Advocacy Program (HDAP), Home Safe or CalWORKs Housing Support Program (CWHSP) or In Home Supportive Services (IHSS).

The MCHSCoC is also actively partnering with the City of Fort Bragg and the housing developer DanCo Construction on an additional HEAP funded project that funds 20 of 40 units in a mixed use low-income apartment complex that is in the late development stages. The 20 HEAP funded units will be prioritized for low-income households experiencing homelessness.

The CoC Program Permanent Supportive Housing (PSH) project operated by CDC offers tenant-based rental assistance for households experiencing chronic homelessness. However, the rate of successful housing placements through this project are tremendously low as demonstrated in September 2019, when less than 5% of eligible households contacted by CDC had successful housing placements. These low rates of housing placements are caused by various factors, including lack of affordable housing availability, landlords that refuse to accept rental assistance, and lack of coordination of care by CES partners after initial assessment. MCHSCoC is the recipient of Technical Assistance offered by the CA Homeless Coordinating Financing Council (HCFC) to address strategic planning needs and is actively working with the Technical Assistance Collaboration (TAC). TAC has provided recommendations on how to increase the rate of successful housing placements; these recommendations have been added to the identified revisions of the Strategic Plan.

Resources Addressing Homelessness

Existing Programs and Resources

Numerous funding sources are used to provide care and housing for persons throughout Mendocino County whom are experiencing homelessness. Please see Appendix A for an exhaustive list of funding sources through both Mendocino County HHSA and MCHSCoC that are dedicated to serving persons experiencing homelessness in Mendocino County. Mendocino County HHSA and MCHSCoC often contract with the same CBOs for multiple projects as there are a limited number of CBOs available in our rural community. Funding sources are split between several CBOs that serve different populations so direct services can be specifically targeted. It is often the same team of Mendocino County HHSA staff that administer these projects, allowing for coordination and collaboration of services to be built into the normal process of service implementation. Most of the Mendocino County HHSA projects operated internally also participate in the CES, providing further opportunity for coordination and collaboration of care for shared clients and those with complex or severe needs.

Homeless service system gaps. The homeless service system gaps described identified within our homeless services system are included in both a recent homelessness assessment conducted by Marbut Consulting and revisions recommended to the Strategic Plan to Address Homelessness in Mendocino County. One of the largest gaps in our homeless services system is the lack of emergency shelter projects for families with children experiencing homelessness. Both the MCHSCoC and Mendocino County HHSA have agreed that HHAP funds need to be used to either expand limited emergency motel voucher projects currently serving homeless families or to create a new shelter project that exclusively serves children and their families experiencing homelessness.

Additionally, there is a vacuum of oversight and leadership within the CES, as well as recruitment and retention of landlords willing to rent to persons experiencing homelessness. Both MCHSCoC and Mendocino County HHSA have agreed to follow the Technical Assistance Recommendations provided by the Technical Assistance Collaborative (TAC). The first recommendation is the identification of a Coordinated Entry Manager, who would coordinate with all CES participating agencies and housing providers to improve client movement through the homeless service system. Another TAC recommendation is the creation of a Landlord and Tenant Navigator who will focus on centralizing recruitment and retention of landlords, which requires the availability of a landlord mitigation fund that will be used to cover court authorized landlord expenses in the event eviction proceedings are taken against the tenant. Both the MCHSCoC and Mendocino County HHSA have agreed to include the use of HHAP funds for one or more of these positions and/or the landlord mitigation funds.

Another gap within the homeless services system in Mendocino County is the lack of diversion services, outside of one CESH funded project and impromptu interventions by CBOs using their meager unrestricted funds. There is also an absence of behavioral health and substance use treatment services available for any persons in need of such care, especially for those who are experiencing homelessness. Due to the long-term nature of these service gap needs, both the MCHSCoC and Mendocino County HHSA have agreed HHAP funds should not be prioritized for treatment services. Other service gaps include virtually no homeless outreach services, insufficient emergency shelter beds for all populations, and the lack of available permanent housing units of any cost, style or type. Both the MCHSCoC and Mendocino County HHSA have agreed to explore the use of HHAP funds to create homeless outreach services and the expansion of emergency housing options already in place. Both entities have also agreed not

to fund the development of new housing units or innovative housing solutions as there are not enough HHAP funds available to our jurisdiction to fund these more costly solutions.

HHAP Funding Plans

At the time of application submission, neither the MCHSCoC nor Mendocino County HHSA have identified specific projects to receive HHAP funding. Rather, the MCHSCoC and Mendocino County HHSA collaboratively identified funding line items that will address some of the larger service gaps within our local homeless service system. These HHAP funding line items are: Rental Assistance /Rapid Rehousing (MCHSCoC only), Operating Subsidies and Reserves, Landlord Incentives, Outreach and Coordination (including employment), and Prevention and Shelter Diversion to Permanent Housing, with a maximum of 7% for Administrative costs incurred by the MCHSCoC approved Administrative Entity, Mendocino County HHSA. All projects will include a minimum number of youth households they must serve to ensure a minimum of 8% of HHAP funds support youth and their families experiencing homelessness.

MCHSCoC will utilize a Request for Funding Proposals (RFP) process to solicit project applications for its HHAP funding. The MCHSCoC Governance Board will establish an ad hoc committee that will be tasked with accepting the RFP's, ensuring the project proposed meets eligibility criteria, and rate and rank the projects using a standardized review tool and make funding recommendations to the MCHSCoC Board in a public meeting. MCHSCoC will ensure that all projects align and comply with the core components of Housing First as defined in Welfare and Institutions Code §8255(b) by including Housing First as an item of the eligibility criteria. The Administrative Entity, Mendocino County HHSA, will also ensure all HHAP funded projects continue to utilize the Housing First through its monitoring activities.

Partners Addressing Homelessness

Collaborating Partner Efforts

The partners working collaboratively to address homelessness in Mendocino County include Mendocino County HHSA and all the organizational and individual members of the MCHSCoC. The MCHSCoC members include: Adventist Health (health care provider), City of Fort Bragg (local municipality), City of Ukiah/Ukiah Police Department (non-HHAP entitled jurisdiction and law enforcement agency), Community Care Management Corporation (care provider for the elderly), Community Development Commission of Mendocino County (Public Housing Authority), Employment Development Department/Workforce Services (workforce development), Ford Street Project (housing and substance abuse treatment provider), Legal Services of Northern California (legal assistance provider), Manzanita Services, Inc. (provider of behavioral health care and care coordination), MCAVHN Care and Prevention Network (provider of behavioral health care and care coordination), Mendocino Coast Hospitality Center (shelter & transitional housing and behavioral health service provider), Mendocino Community Health Clinics, Inc. (local Federally Qualified Health Center), Mendocino County Health and Human Services (representative from county welfare department and behavioral health and recover services), Mendocino County Office of Education (educator), Mendocino County Youth Project (local youth service provider), Northern Circle Indian Housing Authority, Plowshares (public meal provider), Project Sanctuary (domestic violence agency), Redwood Coast Senior Center, Redwood Community Services (shelter & transitional housing and behavioral health service provider), Rural Communities Housing Development Corporation (local housing developer), State Council of Developmental Disabilities (advocate for persons with developmental disabilities), Ukiah Senior Center, Ukiah Service Center – San Francisco

Veterans Affairs Medical Center (Veteran service provider), Veterans Resource Center of America (Veteran service provider), the Yokayo Tribe of Indians, and the following persons who formerly experienced homelessness: Que B. Anthony (MCHSCoC Board Member), Susan Knopf, Donald Damp, Heath Callaway.

Collaborative partners. It is not yet determined which of the aforementioned CBOs will receive HHAP funding as the MCHSCoC and Mendocino County HHSAs have not yet determined the method to identify projects that will receive HHAP funding. The MCHSCoC Governing Board established an Ad Hoc Committee that has been tasked with making recommendations to the MCHSCoC Governing Board on how HHAP funds should be used. Member Agencies of the MCHSCoC HHAP Ad Hoc Committee are Rural Communities Housing and Development Corporation (Committee Chair), Community Development Commission of Mendocino County, Ford Street Project, Mendocino Coast Hospitality Center, Mendocino Community Health Clinics, Redwood Community Services, San Francisco Veterans Affairs Medical Center and Que B. Anthnoy (person who formerly experiencing homelessness and MCHSCoC Board Member). The HHAP Ad Hoc Committee is responsible for reviewing and disseminating HHAP requirements and regulations and then making recommendations to the full MCHSCoC Governing Board, which will then decide how to proceed with HHAP funding plans. As previously described, the Mendocino County BOS has also established an Ad Hoc Committee to explore Mendocino County's allocation of HHAP funds, which, in addition to the participation of Mendocino County HHSAs Director Tammy Moss Chandler, is working collaboratively with the MCHSCoC to determine the best use of HHAP funds.

Potential barriers and challenges. One of the largest challenges both HHAP funded entities are facing is how and who to allocate the funds to. There is discussion by both the

MCHSCoC and Mendocino County HHSA to use a Request For Proposal (RFP) process to solicit project proposals for projects from Community Partners. The RFP would be directed to service providers interested in expanding their current services or creating new projects that align with the HHAP eligible use category and the Strategic Plan, which must utilize evidence-based or promising practices, and thereby fulfill action steps later described in the Strategic Plan revisions. However, either entity may ultimately decide against the RFP process and instead identify under-funded projects that could be improved or expanded to better serve those experiencing homelessness in Mendocino County.

Another challenge both entities are facing is identifying how funding from both entities will be identified for use. These entities serve the same population but services are delivered in different manners, so representatives of each entity have different experiences, which could foster different perspectives on which projects to fund and why. Funding decisions for the MCHSCoC will be ultimately determined by members, which consists of people who have experienced homelessness, direct homeless service providers, nonprofit organization directors and local jurisdiction representatives. Mendocino County HHSA funding decisions will be ultimately determined by directors of Mendocino County HHSA and Board of Supervisors, which represents decades of direct service delivery, administrative experience and education. While the experiences and perspectives of these two entities vary, this does not mean one is sounder than the other. Perspectives from both entities are equally valuable in this process, which the collaborative process for HHAP funding decisions is hoping to unite. This will be facilitated through regular meetings between MCHSCoC and Mendocino County HHSA to jointly plan and evaluate HHAP spending and projects.

The largest challenge facing both the MCHSCoC and Mendocino County HHSA when

making HHAP related decisions is the uncertainty of the quality of the data being used to influence funding decisions. The data input into HUD's Homelessness Data Exchange (HDX) systems is incomplete as the HMIS bed coverage rate for MCHSCoC is less than 75% and several homeless housing providers did not participate in the 2019 Housing Inventory Count (HIC). This creates gaps in the reports the HDX's provide and exclude projects whose nonparticipation in HMIS create holes in data reports, leading to inaccurate conclusions about the needs of those experiencing homelessness and the projects that serve them. Both entities are working to gather local data that may be useful to include in the HHAP funding decision making processes.

Solutions to Address Homelessness

The Strategic Planning Committee of the MCHSCoC began revisions on the Strategic Plan submitted with the California Emergency Solutions and Housing (CESH) grant application in August of 2019. These revisions resulted in the identification of four overarching goals, which are: (1) make homelessness rare, (2) make homelessness brief and one-time, (3) improve community and policy maker engagement around homelessness, and (4) improve the MCHSCoC's capacity to govern itself. Of these four goals, HHAP funding will be used to directly impact all of them as the heart of HHAP funding is to increase collaboration between the MCHSCoC, CBOs, and the County of Mendocino. These four goals and the strategies identified to achieve them are included as Appendix B. The Strategic Planning Committee is in the process of developing action steps required to achieve each strategy, identifying the entities responsible for overseeing each action step, and a timeframe by which each action step should be completed. It should be noted that because specific project types have not been identified for HHAP funding, we are unable to include the number of individuals intended to be successfully placed in

permanent housing using HHAP funds. This information will be communicated to the HCFC once project types and their associated target goals are identified.

Make Homelessness Rare

One strategy identified to achieve the goal of making homelessness rare is the identification and support of homelessness prevention services. Both the MCHSCoC and Mendocino County HHSA have agreed to request funds in eligible use category (7) Prevention and Shelter Diversion to Permanent Housing. At this time, the only homelessness prevention funds available in Mendocino County are provided through a CESH funded project at Redwood Community Services that has a budget of \$24,000 for Fiscal Years 2019-20 and 2020-21. Similarly, the Strategic Plan identifies the need for additional diversion services, of which there is one CESH funded project with a budget of \$12,000 for the same aforementioned Fiscal Years.

Currently, the MCHSCoC does not have formal processes and procedures related to Homelessness Prevention and Diversion services, which are both included in the Strategic Plan to complete. This work will be facilitated by Mendocino County HHSA staff assigned to provide administrative support to MCHSCoC, in collaboration with community partners engaged in the delivery of homelessness prevention and diversion services. This collaborative work will require teamwork and cooperation by multiple Community Partners, Mendocino County HHSA and MCHSCoC to ensure the processes and procedures accurately represent service delivery methods and thoroughly address the needs of all parties involved. This process will naturally cultivate stronger relationships between those involved in the development processes, thus also working toward the goal of improving the MCHSCoC's capacity to govern itself. These relationship improvements will also influence how both MCHSCoC Governing Board and General Members interact in other matters, including governance.

Make Homelessness Brief and One-Time

The first strategy identified for the goal of making homelessness brief and one-time is to identify and support effective existing homelessness programs within the County, particularly those that provide emergency, transitional, and permanent housing to individuals experiencing homelessness. Both the MCHSCoC and Mendocino County HHSA are requesting HHAP funds in the eligible use category (2) operating subsidies and reserves, which will be used to increase funding for existing homeless services projects in Mendocino County that provide emergency, transitional, and permanent supportive housing.

The last strategy of this goal identifies the need for low barrier and no-barrier shelter(s) for families with children experiencing homelessness. Currently, there are very few programs that provide emergency shelter services to families with children experiencing homelessness, with the only services available to households fleeing domestic violence or transitional age youth ages 18-24, one emergency shelter that serves both families and individuals experiencing homelessness that requires sobriety, and two motel voucher programs that provide anywhere from 3 to 14 nights in a motel. Both MCHSCoC and Mendocino County HHSA agree that HHAP funding must be utilized to expand emergency shelter services for families with children experiencing homelessness.

Another strategy that may potentially be supported by HHAP funds is the creation of a Landlord-Tenant Navigator to focus on centralizing recruitment and retention of landlords. The Landlord-Tenant Navigator will have access to HHAP funds to be used as incentives for landlords to rent to individuals and families currently experiencing homelessness. This may come in the form of a landlord mitigation fund, which can be used to provide an additional security deposit that can be used by the landlord to cover court expenses in the event the tenant

violates their lease agreement and the landlord must evict the household.

Other strategies identified to further the goal of making homelessness brief and one-time that will be supported by HHAP funding are: the establishment of street-outreach services throughout Mendocino County, which are extremely limited at this time; a Coordinated Entry Manager to manage and troubleshoot the CES, in conjunction with the CEDP Committee and the HMIS Lead Agency; creating employment training program(s) for workforce eligible persons experiencing homelessness; and preventing individuals and families from experiencing homelessness through innovative methods, including financial assistance for rent or utility arrears.

Improve Community and Policy Maker Engagement around Homelessness

The third goal of the revised Strategic Plan pertains to improving the engagement of local community leaders around homelessness. One strategy identified for this goal is to improve the strategic coordination between MCHSCoC, Mendocino County and local cities and similar jurisdictions. The collaborative process required to receive HHAP funds is a large first step in improving the engagement of these jurisdictions and municipalities around addressing homelessness in Mendocino County.

Prior to the release of new funding for homeless services authorized by California Senate Bill 792 (SB-792), very few of the local jurisdictions in Mendocino County were engaged around addressing homelessness. However, the large amounts of new funding brought to Mendocino County by SB-792 got the attention of many local jurisdiction representatives and policy makers in Mendocino County, creating renewed interest throughout Mendocino County for expansion of existing and creation of new homeless service projects.

Improve the CoC's Capacity to Govern Itself

As previously described, the collaborative process required by HHAP aligns with the overarching goal of the Strategic Plan revisions, which are focused on improving communication and coordination of services between jurisdictions, systems of care, homeless service providers, and the MCHSCoC Governing Board and BOS of Mendocino County. If successful, this collaborative process will initiate the cultivation of a culture of understanding and support across all agencies, a strategy identified to improve MCHSCoC's capacity to govern itself. It will also provide the opportunity to incorporate performance measures related to the revised goals of the Strategic Plan into HHAP contracts, another strategy identified to improve the CoC's governance capacity.

Measurable Goals

Each year, the MCHSCoC will ensure that all HHAP funded projects serve a combined total of one-hundred and fifty (150) individuals experiencing homelessness each year. Of these one-hundred and fifty (150) individuals, at least thirty percent will successfully place in permanent housing with HHAP funding.

Housing Programs and Homeless Services

County of Mendocino HHSA - Applicant and Provider of Funds



Funding Source	Recipient of Funds	Amount	Funding Status	Target Population and Services
Mendocino County General Assistance	Mendocino Coast Hospitality Center	\$ 95,039	In Process: 2019-2020	Shelter Services in Fort Bragg and Coastal Region
	Redwood Community Services	\$ 152,000	In Process: 2019-2020	Inland Shelter and Day Resource Center
	Plowshares Peace and Justice Center	\$ 5,000	Contracted: 2019-2020	Meals for individuals experiencing homelessness
	Willits Community Services	\$ 31,570	Contracted: 2019-2020	Screenings for homelessness related services, hotel vouchers and emergency winter shelter
	Willits Daily Bread	\$ 4,500	Contracted: 2019-2020	Meals for individuals experiencing homelessness
CalWORKs Homeless Assistance Program	Mendocino County HHSA	\$ 141,835	Budgeted: 2019-2020	Temporary Housing Assistance or deposits for Permanent Housing
CalWORKs Housing Support Program	Mendocino County HHSA	\$ 343,000	Budgeted: 2019-2020	Housing Subsidies for families enrolled in CalWORKs
Adult Protective Services- Home Safe Program	Mendocino County HHSA	\$ 72,139	Budgeted: 2019-2020	Housing support for vulnerable seniors
Housing and Disabilities Program - HDAP	Mendocino County HHSA	\$ 70,000	Budgeted: 2019-2020	Housing support for individuals who have pending SSI benefits
Partnership HealthPlan of California - Local Innovation Grants on Housing	Mendocino County HHSA with Rural Communities Housing Development Corporation (RCHDC)	\$ 618,404	Awarded: 2019-2020	Rapid Rehousing for families, and capital investments for Phase I of Orr Creek Commons
Finding Home, Grants for the Benefit of Homeless Individuals (SAMHSA GBHI)	Redwood Community Services	\$ 282,475	Contracted: Apr 2018 - Sep 2019	Intensive care management for individuals with co-occurring mental health and substance use disorders who are experiencing homelessness
	Mendocino Coast Hospitality Center	\$ 99,568	Contracted: Apr 2018 - Sep 2019	
	Ford Street Project	\$ 42,504	Contracted: Apr 2018 - Sep 2019	
Mental Health Block Grant	Mendocino Coast Hospitality Center	\$ 68,957	Contracted: 2019-2020	Vocational services on the Coast for severely mentally ill clients experiencing homelessness
Projects for Assistance in Transition from Homelessness (PATH)	Mendocino Coast Hospitality Center	\$ 18,200	Contracted: 2019-2020	Services for severely mentally ill clients who are residents of the Homeless Shelter or Transitional Housing Apartments

Housing Programs and Homeless Services

County of Mendocino HHSA - Applicant and Provider of Funds



Funding Source	Recipient of Funds	Amount	Funding Status	Target Population and Services
No Place Like Home (CA Dept of Housing and Community Development)	Undetermined (Competitive Allocation)	TBD	Upcoming	Permanent supportive rental housing for people living with a serious mental illness who are homeless or at risk of homelessness
	Mendocino County HHSA (Noncompetitive Allocation)	\$ 1,719,462	Allocated upon application approval	Permanent supportive rental housing for people living with a serious mental illness who are homeless or at risk of homelessness
	Mendocino County HHSA (Technical Assistance)	\$ 75,000	Awarded	Assistance in the coordination and implementation of local homelessness plans
Whole Person Care (CA Department of Health Care Services)	Adventist Health Ukiah Valley	\$ 172,800	Contracted: 2019	Benefits individuals with severe mental illness in need of case management and housing support
	Mendocino Coast Clinics	\$ 80,000	Contracted: 2019	
	Mendocino Community Health Clinic	\$ 80,000	Contracted: 2019	
	Mendocino County HHSA	\$ 615,000	Contracted: 2019	
	Redwood Quality Management Company and their subcontracting agencies	\$ 1,722,581	Contracted: 2019	
Homeless Mentally Ill Outreach and Treatment Program (HMIOT)	Mendocino County HHSA WPC Pilot	\$ 200,000	Awarded: 2019	Benefits individuals with severe mental illness in need of case management and housing support
One-Time Housing Support Funds for WPC Pilots (CA Department of Health Care Services)	Mendocino County HHSA WPC Pilot	\$ 1,200,000	In Process: 2019-2025	Long-term and short-term housing supports for individuals who are mentally ill and homeless or at risk of homelessness
TBD	MCAVHN Care and Prevention Network (MCAPN)	\$ 450,000	In Development	Harm Reduction Program - Needle exchange and outreach engagement services with individuals experiencing homelessness
TBD	Manzanita	TBD	In Development	Housing navigation expertise to develop and secure transitional and permanent housing solutions
	Redwood Community Services	TBD	In Development	
	Mendocino Coast Hospitality Center	TBD	In Development	
TBD	Mendocino County HHSA	\$ 50,000	In Development	Street level mobile outreach/engagement teams (for individuals) experiencing homelessness in participation with local law enforcement
Housing for a Healthy California Program	Undetermined (county grant and/or developer loans)	Up to \$20,000,000	Due Aug 2019	Permanent supportive housing for individuals who are experiencing chronic homelessness who are also high-cost health users

Housing Programs and Homeless Services Continuum of Care Funding

Funding Source	Recipient of Funds	Amount	Funding Status	Length	Target Population and Services
Continuum of Care Program (CoC) – HUD	Community Development Commission	\$ 1,479,283	Awarded	2019-2021	Permanent Supportive Housing Rental Assistance for the Chronically Homeless
	Community Development Commission	\$ 93,312	Awarded	2019-2021	Coordination of Coordinated Entry System
	Mendocino County HHSA	\$ 47,107	Awarded	2019-2021	Admin and Monitoring Support for the CoC
Homeless Management Information Systems (HMIS) Capacity Building Grant – HUD	Mendocino County HHSA	\$ 150,000	Awarded	2019-2021	Improve system to assist in shelter and services for individuals, identifying who are homeless or at risk of homelessness
Emergency Solutions Grant (ESG)	Redwood Community Services	\$ 69,824	Pending	2019-2023	Rapid Rehousing and Emergency Shelter
	Mendocino Coast Hospitality Center	\$ 65,532	Pending	2019-2023	
California Emergency Solutions and Housing Program (CESH)	City of Fort Bragg	\$ 11,724	Round 1 Allocation	2019-2021	Assistance for non-locals experiencing homelessness to return to their home cities
	Community Development Commission	\$ 123,520	Round 1 Allocation	2019-2021	Prevention and stabilization services for current clients who are in danger of losing their housing and/or subsidy
	Ford Street Project	\$ 583,871	Round 1 and 2 Allocation	2019-2021	Support for Unity Village Family Housing and Shelter Diversion Program
	Mendocino Coast Hospitality Center	\$ 148,285	Round 1 and 2 Allocation	2019-2020	Support for the Field Outreach and Critical Time Intervention initiatives
	Redwood Community Services	\$ 384,613	Round 1 and 2 Allocation	2019-2021	Expand inland winter shelter to provide year-round services; Rapid Rehousing
	HMIS and CES system funds	\$ 98,916	Round 1 Allocation	2019-2023	Support for HMIS system
	Mendocino County HHSA	\$ 71,141	Round 1 and 2 Allocation	2019-2023	Admin support at 5%
Homeless Emergency Aid Program (HEAP)	Danco Properties	\$ 3,000,000	Awarded	2019-2021	Capital for The Plateau housing development in Ft Bragg
	Mendocino Coast Hospitality Center	\$ 36,740	Contracted Apr 2019 - Mar 2020	2019-2021	Capital for facility repair
	Mendocino County Office of Education	\$ 135,000	Contracted Apr 2019 - Jun 2021	2019-2021	Meals for students experiencing homelessness
	Project Sanctuary	\$ 132,720	Contracted Apr 2019 - Jun 2021	2019-2021	Capital for multi-shower and laundry facility for shelter families
	Redwood Community Services	\$ 621,788	Contracted Mar 2019 - Dec 2020	2019-2021	Capital for Day Center and Homeless Shelter in Ukiah
	Rural Communities Housing Development Corporation (RCHDC)	\$ 983,415	Awarded	2019-2021	Capital for Orr Creek Commons housing development in Ukiah

Goal 1: Make Homelessness Rare

Source new housing opportunities of all types whenever possible

Identify and support programs within the County that provide effective homelessness prevention services

Formalize processes and procedures related to prevention

Formalize processes and procedures related to diversion

Promote expansion of meaningful mental health and substance abuse treatment options to address housing barriers

Review and evaluate overall system volume needs on a regular basis for continuous program improvement

Goal 2: Make homelessness brief and one-time

Identify and support effective existing homelessness programs within the County, particularly those that provide emergency, transitional, and permanent housing to individuals experiencing homelessness

Increase utilization of resources already available in the system

Create quicker and seamless movement through the homelessness system for all individuals and families experiencing homelessness (e.g., operating at maximum capacity by increasing utilization of the overall system)

Develop and Implement a Homeless Outreach Team

Fully build out and robustly use HMIS

Establish low barrier and no-barrier shelter(s)—with uniform eligibility criteria across agencies—for families with children

Goal 3: Improve community and policy maker engagement around homelessness

Gain buy-in and agreement by most of the community and key stakeholders for one overarching strategic plan—with action steps

Improve strategic coordination between the CoC, the County and cities

Develop a community understanding of the scope, scale, and structure of the homelessness problem and need to use common nomenclature to improve decision making

Increase engagement of persons experiencing homelessness in planning, implementation and decision making for the CoC

Goal 4: Improve the CoC's capacity to govern itself

Cultivate a culture of understanding and support across all agencies while establishing a system of accountability for actions of membership

Ensure governance charter, strategic plan, and board committees stay active, current and relative to the mission of the organization

Incorporate performance measures related to all four goals of the CoC Strategic Plan into all contracts initiated by the CoC, including those between the County (as CoC Administrative Entity), its Contractors, and Subcontractors

Continue the establishment of a diverse board that fills perspective, skills and knowledge gaps in dealing with the mission of the COC



Mendocino County Health & Human Services Agency

Healthy People, Healthy Communities

Tammy Moss Chandler, Director

Bekkie Emery, Social Services Director
ACTeam/HOME Team



February 10, 2020

Mendocino County Homeless Services Continuum of Care
Attn: Daniel McIntire, MCHSCoC Board Co-Chair
Jacqueline Williams, MCHSCoC Board Co-Chair
747 South State Street
Ukiah, CA 95482

Dear Mr. McIntire & Ms. Williams:

As required by Health and Safety Code 50219(a)(1) this letter serves as the Mendocino County's acknowledgement of and agreement to coordination and partnership with the Mendocino County Homeless Services Continuum of Care (MCHSCoC) in regards to use of California's Homeless Housing, Assistance, and Prevention (HHAP) Program funds received by the MCHSCoC.

Mendocino County Health and Human Services Agency agrees to collaborate with the MCHSCoC through regularly scheduled meetings with the Mendocino County Board of Supervisor's Homeless Emergency Aid Program (HEAP) Ad Hoc Committee. These meetings shall serve as a forum to jointly plan how HHAP funds will be spent, including project type and purpose, as well as HHAP project spending and evaluation. In attendance shall be a minimum of a MCHSCoC Co-Chair, MCHSCoC Administrative Entity Lead, HEAP Ad Hoc committee member, and HHSA Director or her designee.

Mendocino County has reviewed how the MCHSCoC intends to spend its HHAP funds and has developed a County spending plan to compliment this funding to address homelessness. While this letter agrees to coordination and partnership, Mendocino County retains its full allocation amount and right to direct said funds accordingly. Mendocino County looks forward to this opportunity to partner more closely with the MCHSCoC and looks forward to better serve our community together.

Sincerely,

A handwritten signature in blue ink that reads "T. Chandler".

Tammy Moss Chandler, Director

Cc: Dan Gjerde, Mendocino County 4th District Supervisor
John McCowen, Mendocino County 2nd District Supervisor
Carmel Angelo, Mendocino County CEO