

## **1. SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY**

According to the US Department of Housing and Urban Development (HUD), an individual or family can be described as homeless if “(1) they live in a place not meant for human habitation, emergency shelter, transitional housing and hotels paid for by a government or charitable organization; (2) they will immanently lose their primary night time residence within 14 days and have no other resources or support to obtain other permanent housing; (3) they are unaccompanied youth under the age of 25 or families with youth who are defined as homeless under other federal statues who do not otherwise qualify as homeless under this definition, have not had a lease and have moved two or more times in the past 60 days, and are likely to remain unstable because of special needs or barriers; or (4) they are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stocking or other dangerous life threatening conditions that relate to violence against the individual or family member and who lack resources to obtain other permanent housing.”

In January 2019, the Homeless Resource Council of the Sierras conducted a Point in Time (PIT) Count of the homeless individuals in Nevada County. Approximately 415 individuals were identified as meeting category 1 of homelessness. Of the 415 individuals:

- 43 under the age of 18
- 58 suffer from chronic substance abuse
- 41 are fleeing domestic violence
- 35 are military veterans
- 76 suffer severe mental illness
- 88 meet HUD’s definition of chronically homeless

In conjunction with the PIT Count, an annual Housing Inventory Chart (HIC) is created. As of January 2019, only 135 year-round emergency shelter beds and 37 transitional housing beds were available in Nevada County. Based on the PIT Count alone, which is only a small snapshot of the reality of homelessness in the region, 251 individuals live in a place not meant for habitation on a regular basis. A minimal amount of Rapid Rehousing (34 beds) and Permanent Supportive Housing (22 beds) is available in the region, but affordable housing availability is scarce.

According to the Longitudinal System Analysis (LSA) submitted to HUD, 1,379 households are being served in either Emergency Shelter/Safe Haven/Transitional Housing (1,004), Rapid Rehousing (197), or Permanent Supportive Housing (177). This information comes directly from the region’s Homeless Management Information System (HMIS). Please note that at the time of the LSA submission, the Nevada County CoC was merged with Placer County CoC. Of the 1,379 households, 1,067 households are disabled, 402 meet the definition of chronic homelessness, and 413 households are aged 55+. Additionally, 81 individuals are unaccompanied youth and 133 households are veterans. Below is the gender and racial information according to the LSA:

- 624 Females
- 820 Males
- 5 Transgender
- 1 Gender Non-Conforming
- 1088 White, Non-Hispanic/Non-Latino
- 94 White, Hispanic/Latino
- 59 Black or African American
- 7 Asian

- 46 American Indian or Alaska Native
- 8 Native Hawaiian/Other Pacific Islander
- 134 Multiple Race

The Homeless Resource Council of the Sierras, Nevada County, and other partnering agencies are continually cleaning HMIS data in order to ensure accuracy. It is recognized that not all individuals experiencing homelessness are in HMIS, and continual outreach is provided.

## **2. DEMONSTRATION OF REGIONAL COORDINATION**

### **A. Coordinated Entry Process (CEP) Information**

The Homeless Resource Council of the Sierras utilizes a phone system as the Coordinated Entry Process (CEP), also known as the Coordinated Entry System. Connecting Point serves as the entity responsible for operating the CEP as the initial point of contact. Additionally, local service agencies and the HOME outreach team are able help individuals and households access the CEP. Individuals and households experiencing homelessness can access the CEP by dialing 211. Trained assessors conduct the vulnerability assessment on the phone with the individual seeking services. This assessment includes the collection of HMIS universal data elements as well as administering the standardized vulnerability assessment tool. The completed assessment results in a vulnerability score, which prioritizes households with the largest needs and vulnerabilities. The household's name is then placed on the By Name List (BNL), with the ranking being determined by the vulnerability score. The Homeless Resource Team (HRT), a housing resource team comprised of all housing agencies and HMIS license holders, meet every Tuesday for ninety minutes. It is at this meeting where the BNL is discussed and referrals are made. The HRT discusses the highest-ranking households on the list the appropriate service agencies who will help them secure housing. Many of the participating agencies have staff that are bi-lingual, or the Universal Language Line (ULL) is utilized.

The CEP has a grievance policy in place. The individual with a grievance is first asked to attempt to resolve the issue with the referral agency. If the issue cannot be resolved through the referral agency's grievance process, a grievance can be made to the Outcomes and Measurements Committee. This committee will review the grievance and the matter shall be settled by Board vote. If there is a concern about discrimination, a Title VI complaint form may be completed and sent to Connecting Point.

### **B. Prioritization Criteria**

The Coordinated Entry vulnerability assessment uses a variety of criteria to prioritize assistance. This includes the location where the individual has been sleeping, the number of instances of homelessness in the last three (3) years and disabling conditions. Additionally, a history of hospitalizations and/or victimization, whether the individual has HIV/AIDS or any medical vulnerabilities, and substance use or behavioral health issues are criteria for prioritization. If an individual is identified as being a victim of domestic violence, sexual assault, dating violence, stalking, or human trafficking are immediately referred to the local domestic violence service provider (VSP). If the client does not wish to seek DV services through the local domestic violence service provider, they can still access the By Name List anonymously.

Pursuant to 24 CFR 577(a)(8), the Homeless Resource Council of the Sierras involves all Emergency Solutions Grant recipients in the planning and implementation of the CEP. A policy and procedure manual has been established and made available to the local nonprofits and county staff. This manual details how an individual fleeing, or attempting to flee, domestic violence, dating violence, sexual assault or stalking, but who are seeking shelter or services from nonvictim service providers. Any individual experiencing or fleeing from the above victimization(s) have full access to the Coordinated Entry Process and are informed of ways to insure his/her safety. A victim of domestic violence may access the CEP through the local VSP or through the phone system anonymously.

### **C. Coordination of Regional Needs**

Dating back to October of 2018 with the release of the Homeless Emergency Aid Program (HEAP) guidelines, the Nevada County Regional CoC (NCRCoC or CoC) and County of Nevada began to coordinate planning meetings to establish priorities for HEAP funding. The dialogue included expansive discussions on specific projects, areas of agreement and areas that each entity would take lead on. This collaborative process involved stakeholder and community members from the across the CoC. These meeting resulted in a consensus recommendation for projects that would receive funding. In November the CoC's governing board approved the recommendations and projects received award of funding shortly thereafter. The CoC entertained using a request for proposal process but, in the end, unanimous consent for the recommendations by individual organization and stakeholders represented on the CoC including the county resulted in the CoC submitting that application listing the specific projects to receive funding.

After the HEAP funding discussion and understanding that future state funding for the CoC's and Counties would require demonstration of collaboration in order to receive funds, the CoC moved to authorize the creation of five committees: Youth, Best Practices, Housing, Shelter, and Tahoe/Truckee. These committees were provided with guidance on establishing a structure and workplans and were given the primary task of presenting to the Governing Board of the CoC recommended projects for future funding. These committees meet separate from the CoC and have organizations from the CoC and grass roots representation from the community. The committees provide for an ongoing community dialogue about CoC program priorities, County priorities and emerging opportunities for funding. The Committees present their activities on a quarterly basis and their recommendations are woven into the Governing Board's deliberations for funding allocations.

HHAP funds were discussed by the CoC Governing Board with input for the 5 committees. These deliberations and this input resulted in a consensus agreement of what eligible uses each entity would apply for. In many cases the needs were split equally. Both the CoC and the County of Nevada do not wish to have a "siloes" approach to HHAP funds and continue to collaborate closely with regards to HHAP funding decisions.

The CoC and Nevada County agreed to increase youth services from an 8% youth set aside to just over 10% youth set side. The CoC and Nevada County decided to split the share equally. The total, \$100,000, matches the amount of HEAP funding provided in 2019 to the Friendship Club for innovative program connecting former foster youth and TAY youth with college resources and housing.

HRCS and the County agreed to each provide 5% of funds for infrastructure development for HMIS and the CES. Both entities agreed to these funds will be used to expand HMIS utilization and to support joint-participation in the Built For Zero campaign.

The County agreed to use funds support implanting trainings for CoC and county provider in line with HHAP eligible activities necessary for regional coordination and partnerships to maintain a homeless services and housing delivery system. These trainings will be open to all providers and will be utilized to improve outreach and engagement, and pre and post housing case management that align with the goal of improving housing stability and decreasing the occurrence of people returning to homelessness.

The CoC agreed to provide additional funding to bolster the Counties flexible rental assistance and landlord incentives funds. These funds will join committed HEAP and CESH funds and will be available to all providers who participate in HMIS and the weekly case conferencing meetings that utilize the by-name list to house the most vulnerable.

The CoC agreed to provide additional funds to bolster the County's operating subsidies for existing permanent supportive housing and expand the county's innovative master leasing program.

The CoC also agreed to provide funding to the County's extreme weather shelter program to increase shelter days in the winter months and expand extreme weather shelter to the summer months for extreme heat.

#### **D. Creating Sustainable, Long Term Housing Solutions**

The Nevada County CoC and the County of Nevada collaborate closely to identify gaps in services and ways to create sustainable, long-term housing solutions. Nevada County staff sit on the board of the Homeless Resource Council of the Sierras and are active leaders within the CoC. Committees have been created by members of the community to identify needs specific to the region, and these committees report back to the CoC. Additionally, community meetings are held quarterly to receive input from the local stakeholders and community members.

At the highest level, the Nevada County Board of Supervisors prioritized homelessness and housing development in 2017 and has continued to make addressing homelessness and housing a top priority through 2020. This priority serves as a county-wide, agency level directive to find and allocate local resources (General Fund, Inter Governmental Transfer, SB 90, re-alignment etc.) and collaborate and coordinate to address homelessness and housing. This prioritization has resulted in substantial collaboration within and between county agencies; with local jurisdictions; and with nonprofit service providers throughout the region. Since 2017, the collaboration has expanded year-round shelter capacity by 15 low barrier beds and over 60 seasonal beds, slated for development over 100 units of new affordable housing, expanded key services, and increases data and information sharing across the county and the CoC.

#### **Housing:**

The County, including the Health and Human Services Agency and the Community Development Agency (CDA), collaborated extensively with the City of Grass Valley and its planning department and the Regional Housing Authority to develop a 41-Unit apartment complex in Grass Valley. This project will prioritize placement of shelter stayers at the local shelter. The Project was also awarded No Place Like Home (NPLH) funding that will dedicate 12 of the units for use as the Permanent Supportive Housing. The County took the step of acquiring the property to gain site control. Additionally, the County and CoC have worked with Regional Housing Authority to fund the Lone Oak development in Penn Valley, a 31unit low-income complex

for seniors. The County has submitted applications for Housing for a Health CA and NPLH Round 2, both projects involved working with CDA to assess zoning issues and begin planning for zoning changes.

In eastern county (Tahoe-Truckee region) the County and CoC partners are deeply involved in the Mountain Housing Council, a multi-jurisdictional entity dedicated to the development of affordable, workforce and permanent supportive housing in the Tahoe-Truckee region. The MHC includes partners from the Town of Truckee, Placer and Nevada County, local developers, water and sewer districts and other land use entities in the region. Collaboration through the MHC has resulted in approvals for numerous housing developments including the 61-unit affordable Artists Lofts project. Through participation in the MHC and HRCS, Nevada County and Placer County have jointly agreed to look for options to implement Permanent Supportive Housing in the region.

To further accelerate affordable housing development throughout the county, HHS and CDA have recently implemented an interagency workgroup charged with identifying suitable development sites, addressing site control, and beginning the entitlement and land use processes. The workgroups goal is to focus resources on mixed-use sites that comply with the requirements of state funding opportunities (VHHP, AHSC, NPLH, MHP etc.) and work to identify potential development partners. This effort is designed to move projects into the “pipeline” and clear as many pre-development hurdles as possible in order to attract willing developers.

#### Data and Information sharing:

The County and the NCRCoC have joined the Built for Zero campaign, a national effort to improve the CEP and HMIS data quality and to “deploy” this data through a collaborative case conferencing process that involves all regional housing and service providers. Built for Zero provided expert technical assistance to achieve a “quality by name list” and to establish a highly functional case conferencing process. Nevada County and the CoC are set to achieve a quality by name list by June 30, 2020. Case conferencing is already implemented. The case conferencing team, comprised of every housing and service provider engaged in the CoC meets weekly to review the By Name List, implement housing case plans and input real time information and data directly onto the by name list. This allows all case managers to have real-time information about location, service referrals, eligibility, income, and housing search activities.

Nevada County and the CoC have expanded HMIS utilization over the last year to include the family and youth system, the Veterans services office, and the Behavioral Health System. On June 30, 2020, the County and the CoC will implement case conferencing teams specific to families, youth and veterans.

Furthermore, the County has embraced the role of providing system wide trainings to CoC partner agencies in evidence-based practices improve effectiveness of engagement, case management and post housing case management focused on stability. Over the last year, the County has provided:

- 2-day Housing First training (August 2019)
- 2-day Landlord Engagement training (Oct 2019)
- 2-day Critical Time Intervention Training (Dec 2019)

The County provides a monthly “report card” to the CoC. This report contains up-to-date data on all county-funded programs. This includes data on the numbers served, housing placements, and development projects that are “in the works.”

### **3. RESOURCES ADDRESSING HOMELESSNESS**

#### **A. Existing Programs and Resources**

HRCS receives funding through a variety of sources. Below is the list of funding sources and collaborations:

- Emergency Solutions Grant (ESG): HRCS does not directly receive funds through this program. However, historically funds have been awarded to Hospitality House and Advocates for Mentally Ill Housing
- Continuum of Care Program Competition (CoC): HRCS receives \$30,895.71 for CoC planning activities and \$51,266.00 for the operation of HMIS
- Homeless Emergency Aid Program (HEAP): HRCS receives \$2,729,084.44. HRCS serves both Nevada and Placer Counties, and has contracted out funds to the following agencies:
  - AMIH
  - Regional Housing Authority
  - Hospitality House
  - Friendship Club (Youth Service Provider)
  - County of Nevada
  - Volunteers of America
  - Placer County Adult System of Care
  - Whole Person Learning (Youth Service Provider)
  - The Gathering Inn
  - Stand Up Placer
  - Placer County Whole Person Care
- California Emergency Solutions and Housing (CESH): The Sutter Yuba Homeless Consortium has received \$558,995 for Round 1 of CESH funding and \$309,985 for Round 2. Funding has been allocated to the following agencies:
  - HRCS (for the operation of HMIS)
  - Nevada County
  - Volunteers of America
  - Stand Up Placer
  - Placer County Whole Person Care
  - Placer County Health and Human Services

The Homeless Resource Council of the Sierras closely collaborates with Nevada County to provide homeless services. Both CESH and HEAP funds were allocated to county-operated projects. Additionally, through coordinated entry, case management conferencing is provided by county staff. Nevada county staff are actively involved in both the CoC and Coordinated Entry Process. Gaps in services have been identified in the local homeless strategic plan, including:

- Forming a Youth Advisory Committee
- Increase availability to permanent housing and housing prevention
- Availability of intensive mental health services for at-risk youth
- Improve early identification and assessment of mental illness and substance use disorder in the jail
- Expansion of ES options
- Strengthen extreme weather shelters

- Hotel/motel voucher ES system
- Creation of a homeless resource center
- Strengthen the coordinated multi-disciplinary case conference team
- Development of affordable housing
- Expand master leasing program
- Expand recovery residence housing
- Enhance data sharing and tracking
- Improve community engagement, relations, and education on homelessness and related issues

## **B. HHAP Funding Plans**

The Homeless Resource Council of the Sierras and the County of Nevada has held local stakeholder meetings, and HHAP funding priorities have been discussed at the monthly NCRCoC meetings and at the committee level. The CoC has decided to utilize HHAP funding for the following activities:

- Youth (\$52,000) – Funds will be used to support a local youth service provider. In the past, HEAP funds were allocated to The Friendship Club to provide rental assistance and supportive services to homeless or at-risk youth. This agency will provide services to help youth obtain permanent housing and higher education. The CoC Youth Committee will decide how to prioritize these funds.
- Rental Assistance/RRH (\$50,000) – Funds will be used to provide rental assistance and RRH services to homeless individuals and households
- Operating Subsidies and Reserves (\$150,000) – Funds will be used to expand the number of shelter nights at the local extreme cold weather shelter. Additionally, The CoC wishes to use these funds to allow this agency to provide shelter during the extreme heat of the summer. Furthermore, HHAP funds will be used to support the operating costs of Hospitality House, an emergency shelter that has lost ESG funding.
- Landlord Incentives (\$50,000) – Funds will be used to provide landlord incentives and risk mitigation. These funds will help incentivize the acceptance of Housing Choice Vouchers, as well as fund necessary rehabilitation of units to be compliant with all habitability standards.
- Delivery of Permanent Housing (\$69,800) – HHAP funds will be used to help support the current permanent supportive housing projects, as well as support a master-leasing program
- Prevention and Shelter Diversion (\$68,200) – With these funds, CoC partner agencies will be able to provide homeless prevention services in Nevada County
- Infrastructure Development HMIS (\$25,000) – Funds will be used to continue the CoC’s involvement in the Built for Zero campaign. Additionally, funds will be used to provide HMIS system administrative support, and sponsor three agencies for five years with HMIS license fees.
- Administration (\$35,000) – These funds will be used for the administration of the five-year grant term.

Agencies funded through HHAP will be required to comply with all Housing First components as defined in Welfare and Institutions Code § 8255(b). The Coordinated Entry Process itself complies with all Housing First components. The CEP evaluates an individual or household’s needs and barriers in order to prioritize services. The most vulnerable are referred to appropriate services. Once funding decisions are made, contracts will include detailed information regarding Housing First and the requirements agencies must comply with.

#### **4. PARTNERS ADDRESSING HOMELESSNESS**

##### **A. Collaborating Partner Efforts**

The Homeless Resource Council of the Sierras Board of Directors (BoD) and the Nevada County Regional CoC will be responsible for monitoring the CoC's HHAP funding decisions. The BoD is comprised of: Hospitality House, Advocates for Mentally Ill Housing, Volunteers of America, County of Nevada, County of Placer, Stand Up Placer, and Sierra Foothills AIDS Foundation. The Nevada County Regional CoC (NCRCoC) receives additional representation from Sierra Nevada Memorial Hospital, Grass Valley Police Department, Nevada County Office of Education, Tahoe/Truckee HHS, homeless service providers, youth advocates, CalWORKS, religious organizations, and other community members. The NCRCoC has had issues with representation from individuals with lived homelessness experience, but continual outreach is provided.

#### **5. Solutions to Address Homelessness**

Although the Homeless Resource Council of the Sierras did not submit a strategic plan for the CESH funds, a plan was developed in response to the No Place Like Home requirements. Excerpts of the plan, including the process, agencies involved, and resulting vision, principles, priorities, and goals:

##### **BACKGROUND**

In 2017 the Nevada County Board of Supervisors made addressing homelessness a top priority, directing staff to develop initiatives and incorporate homelessness in fiscal planning and management of County operations. Over the past two years, County staff, nonprofits and community stakeholders have made significant strides in addressing this pervasive issue. These efforts are spearheaded by the County and coordinated between jurisdictions and providers in new and innovative ways. Homelessness touches many systems and presents social, political, economic and environmental challenges that can only be addressed through a collaborative approach. Existing programs address homelessness in a piecemeal fashion with resources that are needed for other critical services. To meet the new service expectations around homelessness, we must be aggressive in seeking new funding.

Since February of 2017, County staff have brought more than 32 resolutions directly related to homelessness before the board. These resolutions have expanded collaboration with regional partners, increased existing services to the most vulnerable and created new innovative services that have worked to increase the number of people engaged in services and housing programs.

##### **ACCOMPLISHMENTS**

Although much remains to be done, much has already been accomplished. The following is a partial list:

- Added 11 low barrier beds and four recuperative care beds at Hospitality House.
- Implemented the Coordinated Entry System.
- Created the Bridges to Housing program.
- Partnered with FREED on the Housing Disability Advocacy program.
- Awarded \$3.2 Million to remodel the Odyssey House residential treatment facility.
- Awarded No Place Like Home funding to develop 41 units of affordable housing.
- Created the HOME Team, which meets homeless individuals where they are and gets them into services and housing.



## ABOUT THIS PLAN

The specific objectives and initiatives presented here are the result of a broad-based review of multiple source documents, and over two years of collaborative work to address homelessness in Nevada County. This will be a living document as we identify new opportunities, collaborate with additional partners, measure success and adjust strategy.

### Plan Structure

#### Objectives

This plan is divided into five overarching objectives. The Objectives will remain consistent over the duration of this plan, while specific initiatives and goals to implement the strategies will change as successes and failures are measured, new needs emerge, or new funding sources necessitate the creation of additional initiatives. The five Objectives are as follows:

1. Prevent Homelessness
2. Provide Emergency Shelter
3. Expand Supportive Services
4. Increase Affordable, Subsidized and Supported Housing
5. Enhance Communication, Coordination and Collaboration

#### Accomplishments to Date

Each objective highlights accomplishments to date, including initiatives that are complete or ongoing, new funding obtained, and programs that are starting to show results.

#### Initiatives

Within each Objective, specific Initiatives have been identified. These initiatives are the activities that County and partners are taking to make progress towards the objectives. Most of the initiatives include specific milestones or goals necessary to achieve them.

#### Performance Measures

The plan includes seven Key Performance Indicators derived from the Built for Zero program. Additionally, within each objective section there are Performance Measures to indicate the success of the specific initiatives.

Performance Measures will be tracked in the County's ClearPoint software to effectively monitor and communicate progress.

#### Partners

While the County and its Health and Human Services Agency have embraced a lead role in addressing homelessness, we cannot do it alone. Each Objective identifies key stakeholders or partners whose collaboration and cooperation are critical to success. These lists are not exhaustive.

### Phases

The work within these objectives will be implemented over three phases:

**PHASE 1: Began January of 2018 and ends June 30 of 2020**

**PHASE 2: July 1, 2020 – June 30, 2021**

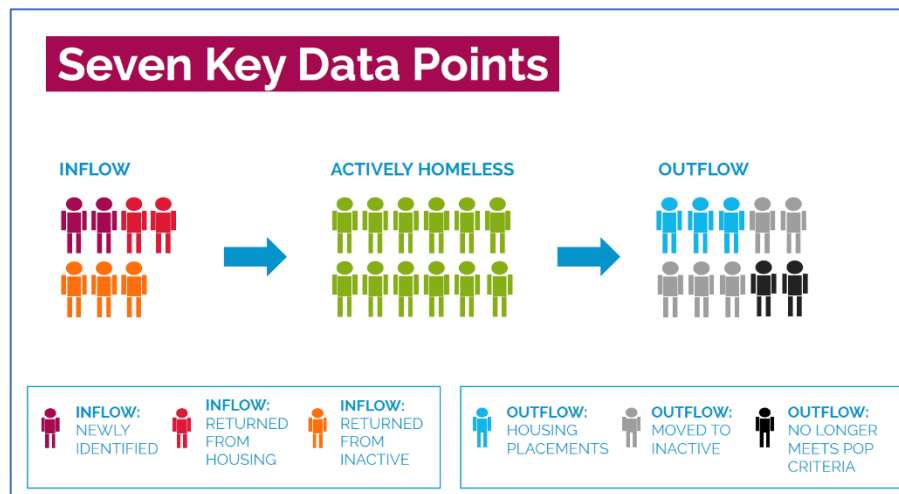
**PHASE 3: July 1, 2021 – June 30, 2022**

**Overview of Objectives and Phase 1 Initiatives to Address Homelessness:**

A. Prevent Homelessness	
<b>A1</b> – Assess gaps in youth, family and Transitional Age Youth services and identify funding opportunities.	<b>A4</b> – Increase availability of intensive mental health services for foster youth or youth at risk of entering the foster care system.
<b>A2</b> – Increase availability and access to funding and supportive services to prevent individuals from slipping into homelessness.	<b>A5</b> – Improve early identification and assessment of mental illness and substance use disorder in the jail.
<b>A3</b> – Utilize the CalWORKS Family Stabilization Program (FSP) and the Permanent Housing Assistance (PHA) program to prevent families from becoming homeless.	
B. Provide Emergency Shelter	
<b>B1</b> – Expand shelter options.	<b>B3</b> – Increase effectiveness of Bridges to Housing.
<b>B2</b> – Strengthen and support seasonal extreme weather shelters.	<b>B4</b> – Implement a hotel/motel voucher system.
C. Expand Supportive Services	
<b>C1</b> – Create a homeless resource center.	<b>C4</b> – Expand embedded case management.
<b>C2</b> – Utilize the HOME Team to engage people experiencing homelessness in services.	<b>C5</b> – Expand outreach and supportive services in the Tahoe/Truckee region.
<b>C3</b> – Strengthen the coordinated multi-disciplinary case conference team (Housing Resource Team).	<b>C6</b> - Help people experiencing homelessness with substance use disorder access residential treatment and low barrier housing.
D. Increase Affordable, Subsidized and Supported Housing	
<b>D1</b> – Facilitate and promote partnerships for the development of affordable housing.	<b>D4</b> – Secure additional flexible housing funds for rental assistance and to fund a landlord recruitment and retention program.
<b>D2</b> – Expand master leasing and improve supportive housing programs, including in eastern county.	<b>D5</b> - Expand Recovery Residence housing.
<b>D3</b> – Maximize utilization of federal housing subsidies.	
E. Enhance Communication, Coordination and Collaboration	
<b>E1</b> – Strengthen the Coordinated Entry System.	<b>E3</b> – Provide County assistance to the Nevada County Regional Continuum of Care.
<b>E2</b> – Enhance data sharing and tracking.	<b>E4</b> – Improve community engagement, relations, and education on homelessness and related issues.

## Key Performance Measures

All these initiatives, working together, aim to significantly reduce homelessness over the next three years. To measure these reductions the County and the local Continuum of Care have joined Built for Zero, a nationwide campaign of over 80 communities who are pioneering changes in how communities use data and collaboration to tackle homelessness. Utilizing local data collected through Coordinated Entry and tracked on the individual level in the Homeless Management Information Systems (HMIS), Built for Zero will work with the County and its partners to build a real-time “Quality By-Name List” of everyone experiencing homelessness in the community. This list is reviewed weekly at case conferencing meetings attended by multiple service providers who work directly off the list to prioritize assistance based on vulnerability, screen for program eligibility, coordinate housing plans and combine resources with a shared goal of housing people as quickly as possible. The results are tracked monthly through seven key data points:



1. Inflow (newly identified): Individuals and families who have entered the homeless system for the first time
2. Inflow (returned from housing): individuals and families who were housed but lost that housing and have returned to homelessness
3. Inflow (Returned from inactive): individuals and families who were moved to “inactive status” but have now reentered the system
4. Actively Homeless: Everyone on the current by-name list and/or identified through outreach and engagement as in the process of being assessed and included on the by-name list
5. Outflow (Housing Placements): the number of individuals and families exiting the homeless system to housing.
6. Outflow (moved to inactive): individuals and families who have not been located by outreach, received a service by any provider or have not sheltered in over 90 days.
7. Outflow (no longer meets population criteria): individuals whose current status changes in ways that remove them from the active list. Examples included entering institutions for long periods of time, re-unification with families, or other situations that resolve their homelessness.

## A. Prevent Homelessness

Combating homelessness requires effective services to reduce the number of families and individuals who become homeless, in addition to helping currently homeless individuals and families move into housing. Research suggests that 50% of all chronically homeless individuals had their first episode of homelessness as children (Johnson, 2013). This points to a cycle of homelessness and poverty that is inter-generational and connected to family turmoil and instability. A similar cycle is also represented in people experiencing homelessness who move in and out of institutional settings like jails, hospitals and foster care. Providing effective services to prevent families, Transitional Age Youth (TAY), and individuals exiting institutions from exiting to homelessness is key to ending cycles of homelessness.

### Objective A Initiatives:

- **A1** – Assess gaps in youth, family and TAY services and identify funding opportunities
- **A2** – Increase availability and access to funding and supportive services to prevent individuals from slipping into homelessness
- **A3** – Utilize the CalWORKS Family Stabilization Program (FSP) and the Permanent Housing Assistance (PHA) program to prevent families from becoming homeless
- **A4** – Increase availability of intensive mental health services for foster youth or youth at-risk of entering the foster care system
- **A5** – Improve early identification and assessment of mental illness and substance use disorder in the jail.

### Performance Measures:

- Reduction in Inflow metrics (newly identified, returned to homelessness from housing, and returned from inactive) as measured through the Coordinated Entry System and HMIS
- Increase in number of families receiving FSP/PHA funding compared to prior fiscal year

### Collaborating department/agencies:

*Nevada County Regional Continuum of Care*  
*Nevada County Social Services*  
*Nevada County Behavioral Health Department*  
*Nevada County Sheriff's Office*  
*Sierra Forever Families*  
*Victor Community Services*  
*Partners Family Resource Centers*

## B. Provide Emergency Shelter

Nevada County is home to three highly effective, year-round shelter providers: Hospitality House, Community Beyond Violence, and Salvation Army's Booth Center. Additionally, community-based organizations have opened shelters in the winter months that add capacity during extreme weather events. Shelters are an integral part of the continuum of services to address homelessness and expanding capacity, lowering barriers to access and collaborating on service delivery are of paramount importance to ensure shelter access while long term strategies are completed.

### Objective B Initiatives:

- **B1** – Expand shelter options
- **B2** – Strengthen and support seasonal extreme weather shelters
- **B3** – Increase effectiveness of Bridges to Housing
- **B4** - Implement a hotel/motel voucher system

### Performance Measures:

- Increase in shelter beds utilized each night open
- Reduction in unsheltered population

### Collaborating departments/agencies:

*Nevada County Housing and Community Services*  
*Nevada County Housing Development Corporation*  
*Nevada County Behavioral Health*  
*Foothills House of Hospitality*  
*Salvation Army Booth Family Center*  
*Sierra Roots*  
*Church of the Mountains*  
*North San Juan Community Center*  
*Community Beyond Violence*  
*Nevada County Social Services*  
*Nevada County Office of Emergency Services*  
*City of Nevada City*  
*Sierra Nevada Memorial Hospital*

## C. Expand Supportive Services

Most families and individuals experiencing homelessness need some level of case management and supportive services to secure and maintain permanent housing. The level of need varies with the circumstances but, for many, the needs will initially be high and fluctuate over time. Services will likely need to be offered on an ongoing basis in order to prevent individuals and families from re-entering homelessness. This will require collaboration by multiple service providers. Additionally, case management and supportive services need to meet people where they are. This includes institutions like jails, hospitals and treatment facilities. Working with these facilities to create a process to quickly identify homeless individuals caught in the

“revolving door,” we can work proactively to ensure they receive services and do not re-enter the community into homelessness.

Discussions on creating a homeless resource center have been a centerpiece of County efforts to address homelessness. While various models of these kinds of centers exist, the overall vision is to create a centralized location, open during the day, with access to essential services (restroom, lockers, showers, etc.) and intensive case management. Phase 1 goals related to implementing a homeless resource center will focus on securing a location for day-time access. Phase 2 goals will continue the planning process for constructing on-site, low barrier units dedicated to chronically homeless individuals.

#### **Objective C Initiatives:**

- **C1** – Create a homeless resource center
- **C2** – Utilize the HOME Team to engage people experiencing homelessness in services
- **C3** – Strengthen the coordinated multi-disciplinary case conference team (Housing Resource Team)
- **C4** – Expand embedded case management
- **C5** – Expand outreach and supportive services in the Tahoe/Truckee region
- **C6** – Help people experiencing homelessness with substance use disorder access residential treatment and low barrier housing

#### **Performance Measures:**

- Number of contacts made, duplicated and unduplicated
- Number of people connected to health, mental health, substance use disorder treatment and sources of income

#### **Collaborating departments/agencies:**

*Nevada County Behavioral Health  
Foothill House of Hospitality  
Turning Point Community Programs  
Connecting Point  
FREED Center for Independent Living  
Nevada County Sheriff's Office  
Nevada County Housing Development Corporation  
Community Beyond Violence  
Nevada County Social Services  
Partners Family Resource Center  
Project MANA / Sierra Community House  
SPIRIT  
Common Goals  
Granite Wellness Centers  
Nevada County Office of the Public Defender  
Nevada County Regional Continuum of Care*

#### **D. Increase Affordable, Subsidized and Supported Housing**

Across the State of California, the homeless crisis can be contextualized as a housing crisis. Not only is there not enough housing to meet the needs of the residents of the State but, increasingly, the amount of

money residents pay in rent as a percentage of their household income is increasing. This puts up-stream pressure on services and systems as more individuals and families struggle to maintain housing and keep from entering homelessness and down-stream on services as it becomes increasingly hard to locate suitable housing for chronically homeless individuals and families. This strategy proposes that there are two distinct sides of any strategy to address the housing issues: 1) expansion of financial assistance, leveraging multiple subsidy sources, and embracing innovative interim housing options while, 2) Working on a regional plan to spur the development of additional affordable housing units. This view accounts for the reality that even if all the stars align, new housing development takes time.

#### **Objective D Initiatives:**

- **D1** – Advocate for and collaborate on the development of affordable housing
- **D2** – Expand master leasing and improve supportive housing programs, including in eastern county
- **D3** - Maximize utilization of federal housing subsidies
- **D4** – Secure additional flexible housing funds for rental assistance and to fund a landlord recruitment and retention program
- **D5** - Expand Recovery Residence housing

#### **Performance Measures:**

- Increased number of landlords willing to accept families/individuals with housing vouchers/subsidies
- Number of identified affordable housing projects connected to available funding opportunities

#### **Collaborating departments/agencies:**

*Nevada County Department of Housing and Community Services*  
*Nevada County Community Development Agency*  
*Regional Housing Authority*  
*Nevada County Regional Continuum of Care*  
*Nevada County Behavioral Health Department*  
*City of Grass Valley*  
*City of Nevada City*  
*Town of Truckee*  
*FREED Center for Independent Living*

#### **E. ENHANCE COMMUNICATION, COORDINATION AND COLLABORATION**

Accurate and timely information is key to winning support for initiatives and highlighting progress towards objectives. Informed messaging can highlight new trends in homeless demographics that require new resources or responses, provide perspective from various partners (i.e. law enforcement, crisis workers, veteran services officers etc.), and shed light on innovative approaches to addressing issues faced by individuals experiencing homelessness and impacts on the wider community. Accurate data will inform and frame this messaging and measure how well programs are performing, ensuring that high performing programs are promoted and expanded.

#### **Objective E Initiatives:**

- **E1** – Strengthen the Coordinated Entry System

- **E2** – Enhance data sharing and tracking
- **E3** – Provide County assistance to the Nevada County Regional Continuum of Care (NCRCoC)
- **E4** – Improve community engagement, relations, and education on homelessness and related issues

**Performance Measures:**

- Creation of Communication Plan and Media Plan
- Number of trainings, meetings, and camp clean-up events

**Collaborating departments/agencies:**

*Nevada County Regional Continuum of Care  
 Homeless Resource Council of the Sierras  
 Homeless Outreach Team  
 Nevada County Housing and Community Development  
 Nevada County Sheriff’s Office  
 Nevada City Police Department  
 Grass Valley Police Department  
 Foothill House of Hospitality  
 HOME Team*

HHAP Funding Outcomes

Over the next five years, Nevada County and its CoC partner will reach “functional zero” for veteran and youth homelessness. This means that the monthly inflow of actively homeless veterans and youth is less than the average monthly housing placement rate. Over that same period, the County and CoC will see a 30% reduction in the number of unsheltered chronic homeless. With HHAP funding, the following impacts will be made:

- 125 unduplicated individuals served with a 60% exit to permanent housing
- Decrease the number of homeless youth
- Increase HMIS utilization by 6 organizations
- Increase data quality that is reported and reduce data errors to increase and improve system performance measures and LSA reports
- Increase the number of housing placements over two years resulting in a 20% reduction in the active homeless population
- Identify 10 new landlords per year and actively working with Homeless Resource Team (HRT) to house individuals and households
- 20% increase in HCV acquisition (# approved for HCV) and placement (# successfully using voucher in unit) for homeless households
- Reduce the number of first time homeless
- Reduce the number of unsheltered homeless
- Increase the number of shelter beds for the extreme weather shelter







## HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

### APPLICANT INFORMATION

CoC / Large City / County Name:

COC-531 Nevada County

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

Homeless Resource Council of the Sierras

Total Redirected Funding

\$ -

### HHAP FUNDING EXPENDITURE PLAN\*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 38,000.00	\$ 38,000.00	\$ -	\$ -	\$ -	\$ 76,000.00
Operating Subsidies and Reserves	\$ 75,000.00	\$ 75,000.00	\$ -	\$ -	\$ -	\$ 150,000.00
Landlord Incentives	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 50,000.00
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ 47,900.00	\$ 47,900.00	\$ -	\$ -	\$ -	\$ 95,800.00
New Navigation Centers and Emergency Shelters	\$ 34,100.00	\$ 34,100.00	\$ -	\$ -	\$ -	\$ 68,200.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 8,750.00	\$ 8,750.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 25,000.00
Administrative (up to 7%)	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 35,000.00
<b>TOTAL FUNDING ALLOCATION</b>						<b>\$ 500,000.00</b>
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 26,000.00	\$ 26,000.00	\$ -	\$ -	\$ -	\$ 52,000.00

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

FINAL



# COUNTY OF NEVADA HEALTH & HUMAN SERVICES AGENCY

950 Maidu Ave.  
Nevada City, California  
95959

*Agency Director*  
**Ryan Gruver**

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Department Directors  
Phebe Bell, MSW, Behavioral Health  
Jill Blake, MPA, Public Health  
Mike Dent, MPA, Child Support Services/Collections/Housing &  
Community Services Division  
Tex Ritter, JD, Social Services

February 5, 2020

To Whom It May Concern,

The County of Nevada is an active participant with both the Homeless Resource Council of the Sierras, the administrative entity for CA-531, and the executive leadership team for CA-531. Mike Dent, Director of Housing and Community Services, represents the County in both rolls through monthly meeting with both organizations.

Indeed, the County and CA-531 have had two coordination meetings for the planning related to the allocation of HHAP funds to both entities and both HHAP applications reflect the deep coordination of services between CA-531 and the County. The County of Nevada prides itself on extensive coordination of services with local providers in an effort to make the most impact within the community.

The planning and evaluation of HHAP spending and projects will be a standing agenda item for the Nevada County Regional Continuum of Care (CA-531) monthly meetings. These meetings are attended by local nonprofit agencies, representatives from local jurisdictions, law enforcement, religious organizations, county staff, and other members of the community. Additional meetings will be held as necessary. The County has reviewed CA-531's plans for HHAP spending and agrees with their intended spending plan. Both the CoC and the County have identified the needs to address homelessness and are working to share the need in concordance with the Nevada County Strategic Plan.

Sincerely,

Ryan Gruver  
Agency Director  
Nevada County Health & Human Services