



California Interagency Council on Homelessness

Homeless Housing, Assistance and Prevention Round 4 Application

Application Information

Application Due Date: 11/29/2022

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)
- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-4 Data Tables](#)

Application Submission for HHAP-4 Funding

Using the [HHAP-4 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-4 Data Tables file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this

Cognito form will be considered the official responses to the required narrative questions.

4. **Part IV: HHAP-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.
5. **Evidence of meeting the requirement to agendize the application at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **seven sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.
- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.
- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-4 statute, FAQs, and application template documents

Yes

I am a representative from an eligible CoC, Large City, and/or County

Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-4 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation

Individual

This application represents the individual application for HHAP-4 funding on behalf of the following eligible applicant jurisdiction(s):

Eligible Applicant Name

CA-506 Salinas/Monterey, San Benito Counties CoC

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity

Coalition of Homeless

Contact Person

Genevieve Lucas-Conwell Lucas-Conwell

Title

Executive Director

Contact Person Phone Number

(650) 796-3836

Contact Person Email

glucas-conwell@chsp.org

***Agreement to Participate in HDIS and HMIS**

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in accordance with local protocols.

Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendize the application at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-4 Data Tables

CHSP HHAP 4 Application REVISED 3.27.23.xlsx

Governing Body Meeting Agenda or Minutes

LC 10.26 Meeting Packet.pdf

Part I. Landscape Analysis of Needs, Demographics, and Funding

Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the [HHAP-4 Data Tables](#) into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

Table 4: Outcome Goals

Name of CoC

CA-506 Salinas/Monterey, San Benito Counties CoC

1a. Reducing the number of persons experiencing homelessness.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 1,674 total people accessing services who are experiencing homelessness annually, representing 614 fewer people and a 27% reduction from the baseline.

Goal Narrative

The 2021-2026 Lead Me Home Plan establishes the regional goal of reducing homelessness by 50%, which is based on the 2019 PIT baseline of 2705. Strategies are based on the 1,675 individuals the CoC serves annually. This includes strategic efforts aimed at housing 1300 individuals by 2026.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
2,288	614	27%	1,674

Decrease/Increase in # of People

Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

A preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services is youth. Analysis of local data from our 2022 PIT Count, shows that 19% of the total population experiencing homelessness are children and transition-age youth. Also, based on the 2022 PIT Count, a total of 82% of the population experiencing homelessness are households without children.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025, reduce the number of people accessing services who are experiencing homelessness by 27 %

By June 30, 2025 decrease youth homelessness by 27%.

1b. Reducing the number of persons experiencing homelessness on a daily basis

Goal Statement

By the end of the performance period, data for the Coalition of Homeless Services Providers will show 1219 total people experiencing unsheltered homelessness daily, representing 406 fewer people and a 25% reduction from the baseline.

Goal Narrative

The goal to reduce the number of people experiencing homelessness on a daily basis is supported by strategic regional efforts to add over 300 PSH units by 2025 and expedite moving unsheltered individuals and those in interim housing to permanent supportive housing.

Baseline Data	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
1,625	406	25%	1,219

Decrease/Increase in # of People

Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

A preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services is youth. Analysis of local data through our regional 2022 PIT Count, shows that 13% of the total unsheltered population are unaccompanied children and transition-age youth. Also, based on the 2022 PIT Count, a total of 82% of the population experiencing homelessness are households without children.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025, reduce our total unsheltered count by 25%. With an increase in the number of households without children to exit ES, TH, RRH, and PH by 25%.

By June 30, 2025, decrease the number of unsheltered unaccompanied youth by 30%, exceeding our overall 25% reduction in the number of people who will be experiencing unsheltered homelessness.

2. Reducing the number of persons who become newly homeless.

2. Reducing the number of persons who become newly homeless.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 840 total people become newly homeless each year, representing 360 fewer people and a 30%

reduction from the baseline.

Goal Narrative

The goal of preventing homelessness by reducing the number of people who become newly homeless is supported by strengthening, and developing new, strategic partnerships with local Health and Human Services, HHIP participants, workforce development, educational institutions, and drop-in resource centers.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
1,200	360	30%	840

Decrease/Increase in # of People

Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

Analysis of local data shows that while families and households with children represent 24% of the population in our CoC's geographic area, adults with children represent approximately 20% of individuals who become homeless for the first time each year.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025, reduce the number of families with children who become homeless for the first time annually by 40%, exceeding our overall 30% reduction in the number of people who become homeless for the first time annually.

3. Increasing the number of people exiting homelessness into permanent housing.

3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 570 total people exiting homelessness into permanent housing annually, representing 79 more people and a 16% increase from the baseline.

Goal Narrative

The goal of increasing the number of people who exit homelessness into permanent housing will be supported by regional efforts to create over 300 Permanent Supportive Housing units through multiple Homekey motel conversions in Monterey and San Benito Counties.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
491	79	16%	570

Decrease/Increase in # of People
Increase

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

A preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services is youth. Analysis of local data from our 2022 PIT Count, shows that 19% of the total population experiencing homelessness are children and transition-age youth. Also, based on the 2022 PIT Count, a total of 17% of the population experiencing homelessness are households with children.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025 increase the overall number of people exiting permanent housing by 16%.

We want to increase exits from families by 20% and exits from unaccompanied youth by 20%.

4. Reducing the length of time persons remain homeless.

4. Reducing the length of time persons remain homeless.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 132 days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing 7 fewer days and a 5% reduction from the baseline.

Goal Narrative

The goal of reducing the length of time individuals remain in homelessness is supported by regional efforts to expand street outreach, which includes mobile case management and street medicine, with a focus on reducing and addressing barriers to housing.

Baseline Data	Change in # of Days	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
139	7	5%	132

Decrease/Increase in # of Days
Decrease

Describe Your Related Goals for Underserved Populations and

Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

According to the preliminary analysis, our model found some disparities with regard to the length of engagement with our system along the lines of race, and ethnicity. According to the model individuals that identified as Black and African American and Pacific Islander and Native Hawaiian tended to be in the system longer when compared to Non-Hispanic and non-TAY White individuals.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025, reduce the average length of time of individuals in our system who identify as Black and African American and Pacific Islander, and Native Hawaiian by 10%, exceeding our overall 5% reduction in the average length of time individuals are in the system.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 2% of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing a 1% change from the baseline.

Goal Narrative

The goal of reducing the number of people who return to homelessness within two years of exiting permanent housing will be supported by regional strategies to adopt, implement and standardize best practices and policies across the homeless service provider network related to rapid rehousing, diversion and homeless prevention, landlord engagement, housing first, and trauma informed care.

Baseline Data	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
3%	1%	33%	2%

Decrease/Increase in # of People

Decrease

Optional Comments

Please note that the changes are from 3 to 2 people, which is a change in 1% from the baseline and from people.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by

data in your landscape assessment:

Analysis of local data through our racial disparities analysis shows that Transition-Aged Youth were still 2 times more likely to return to homelessness. The CoC would like to continue to monitor this subpopulation in the coming years to better track this subpopulation outside of HDIS/HDX.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025 reduce our original Cal ICH HDIS CY from 3% to 2% of people returning to homelessness after 2 years of entering permanent housing.

By June 30, 2025 reduce TAY likelihood to return to homelessness by 25% through the annual monitoring of our disparities analysis.

6. Increasing successful placements from street outreach.

6. Increasing successful placements from street outreach.

Goal Statement

By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 138 total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing 99 more people and a 254% increase from the baseline.

Goal Narrative

The goal of increasing successful placements from street outreach will be supported by strategic regional efforts to expand street outreach, increase permanent supportive housing units, and target outreach interventions to improve outcomes for specific homeless populations, such as transitional-age youth.

Baseline Data 39	Change in # of People 99	Change as % of Baseline 254%	Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations. 138
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Decrease/Increase in # of People
Increase

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

Analysis of local data shows that while households without children represent 85% of the population in that access street outreach services, while 4% of households without children exit to ES, TH, and PH destinations.

Unaccompanied youth under the age of 25 make up .09% of the population that access street outreach services. One key population that we have seen have a significant disparity in access to services are youth. In our racial disparities analysis, we have found that youth (18-24) tend to remain in our system shorter and are more likely to return to homelessness when compared to non-TAY individuals.

Describe the trackable data goal(s) related to this Outcome Goal:

By June 30, 2025 increase the number of households without children served in street outreach that exit to ES, TH, and PH destinations annually by 120% exceeding our overall 100% increase in the number of people who exit to to ES, TH, and PH destinations from street outreach.

By June 30, 2024 increase the number of unaccompanied youth under the age of 25 who exit to ES, TH, and PH destinations from street outreach annually by 100%.

Table 5: Strategies to Achieve Outcome Goals

Strategy 1

Type of Strategy

Reaching underserved and historically marginalized communities and populations

Description

Pursuing regional increase of PSH unit capacity by utilizing funding from Homekey, HHAP & other funding sources. In the City of King & Greenfield the county & CoC are focusing on rural service deserts and undocumented/immigrant individuals. This would increase PSH units in King City by 45, and in Greenfield by 10.

Timeframe

By June 2025

Entities with Lead Responsibilities

City of King, City of Salinas

Measurable Targets

Increase the number of PSH units for unaccompanied adults experiencing chronic homelessness by 2025

Performance Measure(s) to Be Impacted (Check all that apply)

1. Reducing the number of persons experiencing homelessness.

Strategy 2

Type of Strategy

Strategic uses of other sources of funding

Description

Prioritizing the funding of a RRH program utilizing YHDP funds that offer housing options ultimately reducing the length of time homeless for TAY, an underserved population noted by our pre-findings of our racial disparities analysis.

Timeframe

By June 2025

Entities with Lead Responsibilities

Coalition of Homeless Services Providers

Measurable Targets

Decrease the length of time that TAY remains homeless by 5%

Performance Measure(s) to Be Impacted (Check all that apply)

1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 3

Type of Strategy

Building the capacity of homelessness response system to utilize resources, implement best practices, and/or achieve outcomes

Description

Increase region-wide outreach, mobile case management & street medicine and connect them to services including vouchers such as EHV, HSVP, and FYI vouchers utilizing ERF, ESG, HHAP, and HHIP funds. Implementing a youth-specific street outreach program using HHAP funds.

Timeframe

By June 2025

Entities with Lead Responsibilities

County of Monterey, City of Salinas, County of San Benito, and Coalition of Homeless Services Providers

Measurable Targets

By June 30, 2025, increase the number of households without children served in street outreach that exit to ES, TH and PH destinations annually by 120% exceeding our overall 100% increase in the number of people who exit to ES, TH & PH destinations from street outreach. By June 2024 increase the number of unaccompanied youths under the age of 25 who exit to ES, TH & PH from street outreach by 100%

Performance Measure(s) to Be Impacted (Check all that apply)

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
4. Reducing the length of time persons remain homeless.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 4

Type of Strategy

Strategic uses of other sources of funding

Description

Increase total number of families served through RRH units using HSP funding to secure permanent housing for families, with an estimated 22 families supported annually in the County of San Benito and around 308 individuals supported in the County of Monterey

Timeframe

By June 2025

Entities with Lead Responsibilities

County of Monterey and County of San Benito

Measurable Targets

By June 30, 2024 increase the overall number of people exiting to permanent housing by 16%. We want to increase exits from families by 20% and exits from unaccompanied youth by 20%

Performance Measure(s) to Be Impacted (Check all that apply)

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 4. Reducing the length of time persons remain homeless.
- 6. Increasing successful placements from street outreach
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 5

Type of Strategy

Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description

Operating a Landlord Engagement/Retention program that includes a landlord mitigation fund utilizing HHIP funds.

Timeframe

By October 2024

Entities with Lead Responsibilities

Coalition of Homeless Services Providers

Measurable Targets

Increase landlord engagement 20% by October 2024

Performance Measure(s) to Be Impacted (Check all that apply)

- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy 6

Type of Strategy

Reaching underserved and historically marginalized communities and populations

Description

Support and expand Safe Parking programs regionally, with the County of San Benito utilizing HHIP funds, and the County of Monterey using state and local funding sources. The County of Monterey has supported 26 folks into housing from safe parking sites in 20-21 and 35 in 21-22

Timeframe

June 2024

Entities with Lead Responsibilities

County of Monterey, County of San Benito

Measurable Targets

Increasing the number of individuals accessing services regionally by 15%

Performance Measure(s) to Be Impacted (Check all that apply)

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 4. Reducing the length of time persons remain homeless.
- 6. Increasing successful placements from street outreach

Strategy 7

Type of Strategy

Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description

Replacing the VI-SPDAT assessment tool and overhauling CES by utilizing funds from HHIP, HHAP & YHDP. This multi-source funding will support different efforts of the overhaul by: (1) creating a new Youth CES that will serve as a pilot to CES, (2) replacing the VI-SPDAT with a needs assessment tool that can evolve with the ever-changing needs of homelessness (3)Overhauling the CES system to match with the needs assessment with community efforts

Timeframe

By January 2024

Entities with Lead Responsibilities

Coalition of Homeless Services Providers

Measurable Targets

Increased the placement of chronic homelessness into permanent supportive housing by 17% by 2025

Performance Measure(s) to Be Impacted (Check all that apply)

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 8

Type of Strategy

Expanding and strengthening cross-system partnerships and/or collaborative planning

Description

Operating the CoC's Lived Experience Advisory Directive (LEAD)

Timeframe

By June 2023

Entities with Lead Responsibilities

Coalition of Homeless Services Providers

Measurable Targets

Creating informed policy decisions, with the hopes of enhancing the Lead Me Home strategic plan yearly action reports

Performance Measure(s) to Be Impacted (Check all that apply)

7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 9

Type of Strategy

Increasing investments into, or otherwise scaling up, specific interventions or program types

Description

Opening 4 motels and pursuing regional increase of PSH unit capacity by utilizing funding from Homekey and HHAP. This would increase PSH units in Salinas by 202. In San Benito, the intention to purchase two hotels for Homekey, increasing the amount of PSH units in San Benito County by 66.

Timeframe

By June 2025

Entities with Lead Responsibilities

City of Salinas, County of San Benito

Measurable Targets

Increase the number of PSH units for unaccompanied adults experiencing chronic homelessness by 2025

Performance Measure(s) to Be Impacted (Check all that apply)

- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Click + Add Strategy above to add additional strategies as needed.

Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

Q1

Yes

Question 2

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

Public agencies (governmental entities)

Yes

Private sector partners (philanthropy, local businesses, CBOs, etc.)

Yes

Service providers (direct service providers, outreach, shelter providers, etc.)

Yes

Local governing boards

Yes

People with lived experience

Yes

Other

No

a. Please describe your most notable coordination and collaborative processes with these entities.

CHSP collaborated with the County of Monterey & County of San Benito to strategize our objectives for HHAP 4 throughout the application process. The CoC also leaned on the Leadership Council for input which is comprised of local foundations, services providers, and people with lived experience.

Question 3

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is partnering or plans to use **any round** of HHAP funding to increase partnership with:

People with lived experience

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

Yes

Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

No

Justice entities

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

No

Workforce system

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

Yes

Services for older adults

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

Yes

Services for people with disabilities

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

Yes

Child welfare system

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

No

Education system

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

No

Local Homeless Coordinated Entry System

Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?

Current

Do HHAP Funds Support This Partnership?

Yes

Other (please specify)

No

a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)

People with lived experiences of homelessness – The CoC has 3 voting seats reserved for people with lived experience (PLE), two of which are from the Youth Action Board. As the CoC lead agency, CHSP's Board of Directors also approved two positions for PLE and two paid staffing positions to support the overhaul of CES and the programming and monitoring function of the CoC. The CoC also leads two advisory lived-experience committees: Lived-Experience Advisory Directive (LEAD) and Youth for Action Board (YAB). These two advisory bodies have been instrumental in organizing and voicing feedback for policies and procedures within the CoC, including Outreach Standards of Operations, CARS Policies & Procedures, and will be included the annual action plan to meet the Lead me Home Plan.

Social services – The CoC has strong relationships with the County of Monterey's Department of Social Services (DSS) and the County of San Benito's Health and Human Services Agency (HHSA). Both DSS & HHSA invests and participates in CES, are key sponsors of the biennial point-in-time count, participate in the activities related to the 5 YR Lead Me Home Plan and the Coordinated Community Plan to End Youth Homelessness, entered into a data-sharing agreement, and have an appointed seat on the Leadership Council. Monterey County itself co-sponsored a one-of-a-kind Youth RRH program, co-managed Project Roomkey, administers the Increment Weather Voucher program and provides the primary operational funding for CoC administration. In addition, the Homeless Disability Assistance Program (HDAP), Family Stabilization Programs (FSP), and the Housing Support Program (HSP), which are administered by the Departments of Social Services, participate in CES and HMIS. San Benito County has also been a unique partner in coordinating Housing for Health Incentive Funding with the Medical Care Provider for the county, Blue Anthem.

Justice entities – The CoC currently has a representative from Parole serving as a voting member on the Leadership Council. Other entities like the Community Action Board – Reentry Services and San Benito County Parole agents have participated in targeted activities like the 100-Day Challenge to End Youth Homelessness and Youth Systems meetings. Monterey County also has its very own Homeless Veterans Court, where the CoC may refer clients that may be eligible for streamlined court services.

Employment Services: The CoC partners with a multitude of employment partners that's sole purpose is to support folks with employment including EQUUS, the Workforce Development Board, the Center for Employment Training, Goodwill & Downtown Streets Team. Within the Coalition Membership, two employment agencies are members. The CoC is also part of a larger regional initiative to improve access to economic opportunities with Regions Rise Together.

Services for People with Disabilities: The CoC has an active partnership with the Central Coast Center for Independent Living (CCCIL), the local Independent Living Center. Not only is CCCIL funded through previous rounds of HHAP funding, but also is part of the CHSP Board of Directors and Executive Committee. The CoC recently partnered with CCCIL to conduct its first Equity agency training. This initiative will support the CoC in advancing its efforts in supporting CoC-wide equity training for individual agencies.

Education: The CoC's most notable partnerships in education are the Educational Opportunity Program, McKinney-Vento Homeless Liaisons, and the Offices of Education. The Office of Education specifically is a strong partner and has been in a multitude of CoC Committees including the CoC Governance Committee, the CHSP Board of Directors & the Youth Systems Committees.

Local Coordinated Entry System: CHSP is currently the Lead for CES

Question 4

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is strengthening its **partnership, strategies, and resources** across:

Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])

Yes

Physical and behavioral health care systems and resources

Yes

Public health system and resources

Yes

a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.

Local health care and managed care plans – As a result of the Homeless Housing Incentive Program, the Leadership Council opened an appointed seat for the Managed Care Plan provider with no term limits. While there are two managed care providers within our CoC's geographic region, the Central Coast Alliance on Health (CAAH) is assumed to take over the region managed by Anthem in upcoming years, therefore it was decided that CCAH will hold the vote but both MCPs will attend the meetings. In addition, the CoC holds regular meetings with CCAH, Anthem, and many departments of both counties to collaborate on the HHIP applications.

Public health systems – During the pandemic, the CoC established partnerships with Natividad Hospital, Clinica de Salud, and Memorial in various ways, including testing, vaccinations, and coordinated entry.

Behavioral health – The Monterey County Behavioral Health (MCBH) department partners in the efforts against homelessness by participating in the local coordinated entry system (CES), attending the monthly Youth Systems meeting, co-funding PSH and TH programs, and leading the community to the successful award of three No Place Like Home projects. MCBH is also one of the key sponsors of the biennial point-in-time count.

Question 5

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

Disaggregating administrative data for use in decision making processes

Modifying procurement processes

Ensuring those with lived experience have a role in program design, strategy development, and oversight

a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.

The CoC and its county partners have taken many steps towards building an equitable homelessness response system over the past few years, which were informed by the 2019 and 2022 Racial Disparities

Analysis, the 100 Day Challenge to End Youth Homelessness, The Tidal Wave of Change to Wash Away Youth Homelessness and the 5 Yr Plan to Reduce Homelessness. These activities include:

- The pursuit and award of \$5.7 million in HUD's Youth Homelessness Demonstration Program
- The pursuit and award of \$2,668,383 in the State's Family Challenge Grant
- The pursuit and award of \$4.2 million in the State's Encampment Resolution Fund and application of the Family Homelessness Challenge Grant. Both proposals include citizenship and immigration program funds to address the large per capita rates of undocumented individuals and families experiencing homelessness
- Four regionally awarded Homekey applications to ensure that chronically homeless unaccompanied adults receive permanent supportive housing
- The CoC is building an equity framework to address the limitations and disparities within our current system. This includes the knowledge that TAY are more likely to rescind back into homelessness and that Pacific Islanders are expected to engage with services for 113.6 days longer when accounting for destination.
- Expansion of Outreach services to rural areas of both counties to include street medicine
- Homeless Prevention in Black/African-American neighborhoods
- Emergency Shelter, Rapid Re-Housing, and Outreach guidelines
- Folks with lived experience consulting and advising on contracting culturally specific service providers
- Revisit contracts and procurement processes to include more inclusive language and equity considerations.
- The equitable, youth-led creation of a Youth-Coordinated Entry System

Question 6

[50220.8(b)(3)(G)] My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

Physical and behavioral health care systems and managed care plan organizations

Yes, formal partnering

Public health system

Yes, formal partnering

Criminal legal system and system for supporting re-entry from incarceration

Yes, formal partnering

Child welfare system

Yes, formal partnering

Affordable housing funders and providers

Yes, formal partnering

Income support programs

Yes, informal partnering

Education system

Yes, formal partnering

Workforce and employment systems

Yes, formal partnering

Other (please specify)

No

a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings

Serving people exiting institutional settings continues to be a challenge in our community due to HUD's definition of homelessness disqualifying people from services if they were in the institution longer than 90 days. Partner organizations have identified strategies to circumnavigate those issues, however, they aren't ideal and can prolong a person's instance of homelessness because of the need for them to be served by an emergency shelter or become unsheltered. However, we continue to work towards breaking down barriers to the best of our ability. Current and future efforts include:

(1) Physical and behavioral health care systems and managed care plan organizations: Under CalAIM, the MCP established partnerships with local providers to expand the number of respite beds in our community and have committed to investing in the complete overhaul of coordinated entry to be a more inclusive and comprehensive program.

(2) Criminal legal system and system for supporting re-entry from incarceration: The Monterey County Sheriff's Office has direct contact with the SHARE Center, the largest navigation center in our community. Sheriff's may access beds for unaccompanied adults when available. The Parole Department works directly with Victory Mission, the only men's shelter that accepts registered sex offenders. In addition, CDCR has a strong partnership with the Veteran's Transition Center to streamline access to transitional housing GPD beds for ex-offenders exiting long-term prison sentences.

(3) Child welfare system: The CoC partnered with the public housing authority and the Monterey County DSS to compete for the Foster Youth for Independence vouchers which resulted in 65 additional vouchers in our community. In addition, the Family and Children Services branch of the Department of Social Services sits on the Youth Systems committee and assisted with the draft of the Tidal Wave of Change to Wash Away Youth Homelessness.

(4) Affordable housing funders and providers: Affordable Housing developers sit on both the CoC governing board and CHSP's 501c3 board of directors. The CoC hosts a bi-monthly Housing Pipeline committee which is composed of housing developers, staff of elected officials of State and Congressional bodies, public housing authorities, city planners and city managers to streamline and better coordinate increasing inventory of low and extremely low housing options.

Question 7

[50220.8(b)(3)(H)] Specific and quantifiable **systems improvements** that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

As mentioned, the CoC is working on an Equity Framework to help move our initiatives forward in being a more inclusive community. We plan to revisit old policies, procedures, procurement processes and contracts to include more equitable language and best practices. The CoC's first step is to assess our current systems (e.g. CES) and provide historical context to educate ourselves and our community. To jump-start our efforts, CHSP hired True Colors United (TCU) to do multiple trainings to the network on equity and equity retreats for various agencies in the network. The CoC created Emergency Shelter Guidelines that specifically call out barrier-reducing techniques for all populations. The CoC also holds multiple recurring meetings with cohorts of service providers to talk about strategies for serving a diverse population, including but not limited to, the indigenous populations that are prevalent in our community. The CoC also hired Language Line to assist with translation services and have offered up our account to partner organizations with tighter budgets for use.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

As the lead HMIS agency, CHSP prioritizes data completeness and data integrity through the utilization of HMIS to hold ourselves accountable to the 5 Yr Plan. Therefore, CHSP's HMIS System Administrator ensures data-entry staff are fully trained and monitored on their HMIS efforts. CHSP has a data quality plan, which includes site visits, reoccurring data monitoring discussions at the HMIS Oversight committee, an intense virtual training series with tests throughout, data quality clean-up sessions, and agency-level one-on-one meetings to go over any concerns. Our CoC has held a 95-99% data quality average over the past several years

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

The CoC continues to explore innovative ways to coordinate point-in-time counts. According to the 2019 point in time count, both counties experienced a drastic decrease in homelessness which caused many people to collaborate on the 2022 count to ensure the completion to the best of our abilities. As such, the 2022 PIT was completely reimagined.

Changes to the 2022 PIT are as follows:

- Expansion of Outreach Teams
- Increased coordination with outreach teams to identify encampments
- Electronic mapping of encampments for two years
- Inclusion of city officials as enumerators
- Coordination of census tracts to match enumerators with the most knowledge
- Permission from HUD to count over a span of two days
- Remote Assignments and Deployment using ESRI ArcGIS

(IV) Improving homeless point-in-time counts.

The CoC continues to explore innovative ways to coordinate point-in-time counts. According to the 2019 point in time count, both counties experienced a drastic decrease in homelessness which caused many people to collaborate on the 2022 count to ensure the completion to the best of our abilities. As such, the 2022 PIT was completely reimagined.

Changes to the 2022 PIT are as follows:

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- Remote Assignments and Deployment using ESRI ArcGIS

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

CHSP also serves as the lead Coordinated Entry agency and has undergone two program evaluations from a third-party entity in the past three years. The most recent evaluation was completed in May 2022, and CHSP is moving forward with overhauling the entire program to better align with the needs of our agencies and people experiencing homelessness, including:

- Custom Assessments
- Vital document preparation
- CoC led homelessness and chronicity verifications
- Case conferencing
- Expansion of referral staff

This overhaul was made possible through the collaboration between the Managed Care Provider and the CoC and will be guided with the assistance of Focus Strategies.

In addition, the CoC participated in the 100-Day Challenge (100DC) to End Youth Homelessness, and through that process, we quickly identified that our version of the coordinated entry is not beneficial to transition-aged youth. The CoC has taken lessons from the 100DC to create an equitable, accessible Youth CARS that connects youth and young adults experiencing homelessness to appropriate resources quickly and in a trauma-informed manner, as demonstrated by long-term positive housing outcomes and housing stability

Question 8

***Responses to these questions are for informational purposes only.**

What **information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

Information, Guidance, and Technical Assistance

Technical assistance related to goal setting in underserved/disproportionately impacted populations
Technical assistance on implementing performance-based contracting
Trainings on topics of equity

Alignment of Resources and Programs

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

Untitled

- Providing sample resources of successful plans and models around the state
- Providing the space for CoCs to share knowledge, and showcase equity frameworks
- Sample impact metrics that can support CoCs in reporting
- Fiscal transparency – what type of incentive do we provide communities that do well in their PIT count

Part IV. Funding Plan Strategic Intent Narrative

Question 1

Eligible Use 1

Eligible Use Category Intended to be Supported with HHAP-4

1. Rapid rehousing

Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)
20.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
5.00%

Activities to be Supported with HHAP-4

Rapid rehousing support and direct assistance to unhoused residents of the CoC region

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

Most clients in the local CES have identified that Rapid Rehousing would be the most effective type of intervention. We hope to utilize HHAP funds to support more folks into Rapid Rehousing.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Rapid Rehousing efforts are currently being supported through HUD-CoC funding and HHAP 3 funds. With HHAP 3, about 34% of funds were allocated to Rapid Rehousing. With Rapid Rehousing being the most needed intervention, the support is there to continue their work, while also supporting alternative interventions to alleviate the amount of days individuals experience homelessness.

Eligible Use 2

Eligible Use Category Intended to be Supported with HHAP-4

2. Operating subsidies

Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)
20.00%

Activities to be Supported with HHAP-4

Operating subsidies for Project Homekey programs.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

With 4 upcoming Homekey programs, the CoC is hoping to support these operating subsidies so that Homekeys can truly provide the necessary support within their communities

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Operating Subsidies will be supported by CoC and County HHAP1,2& 3 funds, the Homekey funds, and

ESG funding. Operating subsidies specifically supports the CoC's Lead Me Home(LMH) goal #3 of increasing access to services on the ground and supporting wrap around services into permanent supportive housing.

Eligible Use 3

Eligible Use Category Intended to be Supported with HHAP-4

3. Street outreach

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

8.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)

2.00%

Activities to be Supported with HHAP-4

Clinical skills-based street homeless outreach team and low barrier safe parking to enhance encampment connections to services and stability.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

Having a CoC region-wide approach to street outreach in the hopes to increase services around the region with an emphasis on supporting service providers in obtaining quality data on the ground during the point of contact with clients.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Street outreach will be supported through HHIP funds, County & CoC HHAP 3, and ESG funding. Increasing access to street outreach supports the CoC's Lead Me Home goal #3 of increasing access to services on the ground

Eligible Use 4

Eligible Use Category Intended to be Supported with HHAP-4

4. Services coordination

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

5.00%

Activities to be Supported with HHAP-4

The Governance of CoC committees, to support the education and training of services, support with setting up standards of different levels of intervention, and monitoring set standards.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

In the CoC's Lead Me Home Plan, the first goal is to increase stakeholder participation. The CoC has a responsibility to its community to make sure it's informed of how the system can support its clients. With this specific strategy, the CoC will hold the space for education and coordination (ex: outreach coordination, operate two Lived-Experience Advisory councils, an overhaul of the CES & HMIS governance structure, etc)

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Services Coordination will be supported through HHAP 1,2 &3, HHIP, the County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. This will support the LMH goal #1 of increasing stakeholder participation, for example hosting an outreach coordination meeting, supporting the education of our direct services providers on best practices, and more. It will also help to support goal #2 of increasing system support by overhauling our CES & HMIS oversight bodies into well-educated and informed advisory boards.

Eligible Use 5

Eligible Use Category Intended to be Supported with HHAP-4

5. Systems support

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

8.00%

Activities to be Supported with HHAP-4

County-wide systems management of Coordinated assessment and referral, continuum of care activities, five-year plan activities, and HMIS oversight and management.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

The CoC plans to observe the improvement of the following systems: the overhauled CES (plan to be completed through 2023), the annual 5-year Action Plan, Annual Action Plan progress report. The CoC also plans to look into switching different HMIS service operators in an effort to minimize administrative burdens experienced by service providers.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Services Coordination will be supported through HHAP 1,2 &3, HHIP, the County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. Not only will this support the overall implementation of the LMH plan, but it will also specifically support the CoC's LMH goal #2 of increasing system performance.

Eligible Use 6

Eligible Use Category Intended to be Supported with HHAP-4

6. Delivery of permanent housing

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

10.00%

Activities to be Supported with HHAP-4

Supporting Project Homekeys and Affordable housing projects around CoC Region, with an emphasis on service deserts.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

The CoC region is interested in increasing access to more permanent supportive housing into the CoC region. With this HHAP 4 funding, the CoC hopes to serve these new projects

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

The delivery of Permanent Housing will be supported by CoC and County HHAP1,2& 3 funds, the Homekey funds, and ESG funding. This will help to support LMH goal #1, 2, and 3. The intentions here are to incentivize new partners/jurisdictions into the conversation, alleviate the backup in CES and support clients to move through CES faster, and increase services for folks on the ground.

Eligible Use 7

Eligible Use Category Intended to be Supported with HHAP-4

8. Interim sheltering (new and existing)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

17.00%

Activities to be Supported with HHAP-4

Operational and service coordination support for low-barrier navigation centers. Supporting the expansion of new shelters in service deserts around Monterey & San Benito County.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

The disproportionate amount of services within our region requires emergency interventions for folks immediately experiencing homelessness. The idea behind pairing this funding with RRH and PSH is to diversify the levels of intervention for clients around the region.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Interim Shelter will be supported through HHAP 1,2 & 3. This will also help to support LMH goal #1, 2, and 3. The intentions here are to incentivize new partners/jurisdictions into the conversation, alleviate the backup in CES and support clients to move through CES faster, and increase services for folks on the ground.

Table 7. Demonstrated Need

of available shelter

beds

688

of people experiencing unsheltered homelessness in the homeless point-in-time count

1,625

**Shelter vacancy rate
(%) in the summer
months**

3.00%

**Shelter vacancy rate
(%) in the winter
months**

1.00%

**% of exits from
emergency shelters to
permanent housing
solutions**

21.00%

Describe plan to connect residents to permanent housing.

The CoC plans to implement the following strategies to connect residents to PH: (1) Create operational standards for different levels of intervention (ex: Outreach, PH, TH, etc) (2) Increase the amount of available PSH units in the region through Homekeys and affordable housing (3) Regional landlord education and landlord incentives in the hopes to increase available units and reduce the use of vacant units in the area (4) Increase regional participation in local homeless solutions (5) Overhaul system performance oversight governance (6) Overhaul CES to oversee and evolve needs assessment of community

Eligible Use 8

**Eligible Use Category Intended to be Supported
with HHAP-4**

9. Shelter improvements to lower barriers and increase privacy

**Approximate % of TOTAL HHAP-4 ALLOCATION
to be used on this Eligible Use(%)**

5.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION
to be used under this Eligible Use as part of the
Youth Set Aside? (%)**

10.00%

Activities to be Supported with HHAP-4

To support shelters in compliance with new regional standards

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

In Monterey & San Benito, a daily estimated of 1,625 individuals are experiencing unsheltered homelessness. With an increase in interim shelter, the hope is to support folks out of unsheltered homelessness, to have geographic diversity, and encourage jurisdiction participation in creating services in their own cities.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Interim Shelter will be supported through the CoC's HHAP 1,2 & 3 and potentially Counties HHAP

funding. This will support LMH goal #2 and 3: to create a compliant interim shelter system, and to increase access in services.

Table 7. Demonstrated Need

of available shelter

beds

688

of people experiencing unsheltered homelessness in the homeless point-in-time count

1,625

Shelter vacancy rate (%) in the summer months

3.00%

Shelter vacancy rate (%) in the winter months

1.00%

% of exits from emergency shelters to permanent housing solutions

21.00%

Describe plan to connect residents to permanent housing.

The CoC plans to implement the following strategies to connect residents to PH: (1) Create operational standards for different levels of intervention (ex: Outreach, PH, TH, etc) (2) Increase the amount of available PSH units in the region through Homekeys and affordable housing (3) Regional landlord education and landlord incentives in the hopes to increase available units and reduce the use of vacant units in the area (4) Increase regional participation in local homeless solutions (5) Overhaul system performance oversight governance (6) Overhaul CES to oversee and evolve needs assessment of community

Eligible Use 9

Eligible Use Category Intended to be Supported with HHAP-4

10. Administrative (up to 7%)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)

7.00%

Activities to be Supported with HHAP-4

Maximum of 7% for administrative costs incurred by the Coalition of Homeless Services Providers to administer the program allocation.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

Supporting the administrative lift of operating and expanding services in our CoC

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Administrative Support will be supported through HHAP 1,2 &3, HHIP, County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. This will support the overall implementation & tracking of the LMH 5 year plan.

Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):

This HHAP 4 Plan will support driving underserved populations by:

1. Increasing stakeholder participation by involving community members from each region of the Continuum of Care. This will include supporting the education of our CoC on equity framework, trauma-informed care, housing first, hard reduction, motivational interviewing, and more. Supporting the continued education to our services providers is essential to keep moving the needle in supporting our most underserved population. It is imperative that the work to set up standards for how our services are provided are set into our community (Emergency Shelter Standards, Rapid Rehousing Standards, etc). Through this process, the CoC will include lived-experience voices into the process such as L.E.A.D (lived-experience advisory directive) & Y4A (Youth for Action).
2. Increase system performance by overhauling the current Coordinated Entry System and identifying new ways to capture the needs of the community outside of the VI-SPDAT. Looking at ways to improve on-the-ground data for folks living in encampments.
3. Increasing access to on-the-ground support such as coordinating street medicine outreach to the whole region of the continuum, getting mobile showers out to local encampments, and creating safe parking. This will allow to removal of barriers to those that are not yet connected to services.

Help address racial inequities and other inequities in the jurisdiction's homelessness response system:

Currently, the CoC has implemented a thorough equity training curriculum for Youth Systems Services Providers. Through this model, the Continuum plans to build an equity framework throughout 2023 that will then be utilized to guide operational standards of guides for different levels of care.

The Continuum is creating levels of diversity at every level of programming, such as including lived-experience voices in each standard and policies & procedures before being approved by the Leadership Council. Both LEAD & Y4A will also be involved in building our Year 3 Lead Me Home Action Plan, as well as being a part of the Leadership Council governance re-structure.

Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:

HHAP funds will be supporting a large amount of Rapid Rehousing Funds, Interim Housing & Permanent Support Housing. The CoC will also be supporting the overhaul of CES, while also exploring how we can increase data quality and intake on the ground level to support outreach. The CoC will be working locally to

support a Landlord Community Engagement campaign with the intention to educate local landlords about how they can support their unhoused residents, as well as offering a Landlord Mitigation Fund to further incentives this campaign.

Support increased exits to permanent housing among people experiencing homelessness:

HHAP funds will be supporting a large amount of Rapid Rehousing Funds, Interim Housing & Permanent Support Housing. The CoC will also be supporting the overhaul of CES, while also exploring how we can increase data quality and intake on the ground level to support outreach. The CoC will be working locally to support a Landlord Community Engagement campaign with the intention to educate local landlords about how they can support their unhoused residents, as well as offering a Landlord Mitigation Fund to further incentives this campaign.

Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Yes

Table 1. Landscape Analysis of Needs and Demographics

	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	2404	2022 Point in Time Count
# of People Who are Sheltered (ES, TH, SH)	779	2022 Point in Time Count
# of People Who are Unsheltered	1625	2022 Point in Time Count
Household Composition		
# of Households without Children	2092	CoC APR (7/1/21 to 6/30/22)
# of Households with At Least 1 Adult & 1 Child	411	CoC APR (7/1/21 to 6/30/22)
# of Households with Only Children	3	CoC APR (7/1/21 to 6/30/22)
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing Chronic Homelessness	1636	CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Experiencing Significant Mental Illness	1142	CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Experiencing Substance Abuse Disorders	229	CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Veterans	211	CoC APR (7/1/21 to 6/30/22)
# of Adults with HIV/AIDS	63	CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Survivors of Domestic Violence	765	CoC APR (7/1/21 to 6/30/22)
# of Unaccompanied Youth (under 25)	161	CoC APR (7/1/21 to 6/30/22)
# of Parenting Youth (under 25)	21	CoC APR (7/1/21 to 6/30/22)
# of People Who are Children of Parenting Youth	27	CoC APR (7/1/21 to 6/30/22)
Gender Demographics		
# of Women/Girls	1737	CoC APR (7/1/21 to 6/30/22)
# of Men/Boys	1866	CoC APR (7/1/21 to 6/30/22)
# of People Who are Transgender	13	CoC APR (7/1/21 to 6/30/22)
# of People Who are Gender Non-Conforming	0	CoC APR (7/1/21 to 6/30/22)
Ethnicity and Race Demographics		
# of People Who are Hispanic/Latino	2260	CoC APR (7/1/21 to 6/30/22)
# of People Who are Non-Hispanic/Non-Latino	1348	CoC APR (7/1/21 to 6/30/22)
# of People Who are Black or African American	293	CoC APR (7/1/21 to 6/30/22)
# of People Who are Asian	47	CoC APR (7/1/21 to 6/30/22)
# of People Who are American Indian or Alaska Native	122	CoC APR (7/1/21 to 6/30/22)
# of People Who are Native Hawaiian or Other Pacific Islander	59	CoC APR (7/1/21 to 6/30/22)
# of People Who are White	2800	CoC APR (7/1/21 to 6/30/22)
# of People Who are Multiple Races	164	CoC APR (7/1/21 to 6/30/22)

**If data is not available, please input N/A in the cell and explain why the data is not available below:*

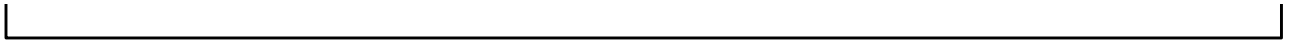


Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
Household Composition									
# of Households without Children	143	270	226	707	The current system does not collect this data. There is no consistent method or centralized location to track this currently.	The CoC has only recently started to enter these projects in HMIS. There is no centralized and standard method for the collection and reporting of prevention. Due to these limitations, the data we have is a	854		CoC APR (7/1/21 to 6/30/22)
# of Households with At Least 1 Adult & 1 Child	21	270	51	101	-	-	46		CoC APR (7/1/21 to 6/30/22)
# of Households with Only Children	0	0	0	0	-	-	1		CoC APR (7/1/21 to 6/30/22)
Sub Populations and Other Characteristics									
# of Adults Who are Experiencing Chronic Homelessness	92	182	72	409	-	-	389		CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Experiencing Significant Mental Illness	131	183	142	369	-	-	341		CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Experiencing Substance Abuse Disorders	33	41	55	155	-	-	172		CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Veterans	21	6	132	26	-	-	33		CoC APR (7/1/21 to 6/30/22)
# of Adults with HIV/AIDS	1	2	4	39	-	-	28		CoC APR (7/1/21 to 6/30/22)
# of Adults Who are Survivors of Domestic Violence	60	207	71	200	-	-	237		CoC APR (7/1/21 to 6/30/22)
# of Unaccompanied Youth (under 25)	6	34	16	66	-	-	42		CoC APR (7/1/21 to 6/30/22)
# of Parenting Youth (under 25)	3	14	0	2	-	-	2		CoC APR (7/1/21 to 6/30/22)
# of People Who are Children of Parenting Youth	2	17	0	2	-	-	2		CoC APR (7/1/21 to 6/30/22)
Gender Demographics									
# of Women/Girls	106	625	156	608	-	-	439		CoC APR (7/1/21 to 6/30/22)
# of Men/Boys	137	483	225	564	-	-	401		CoC APR (7/1/21 to 6/30/22)
# of People Who are Transgender	0	3	0	3	-	-	5		CoC APR (7/1/21 to 6/30/22)
# of People Who are Gender Non-Conforming	0	0	1	1	-	-	2		CoC APR (7/1/21 to 6/30/22)
Ethnicity and Race Demographics									
# of People Who are Hispanic/Latino	105	829	165	660	-	-	626		CoC APR (7/1/21 to 6/30/22)
# of People Who are Non-Hispanic/Non-Latino	127	277	216	413	-	-	388		CoC APR (7/1/21 to 6/30/22)
# of People Who are Black or African American	18	91	48	79	-	-	79		CoC APR (7/1/21 to 6/30/22)
# of People Who are Asian	8	9	9	14	-	-	11		CoC APR (7/1/21 to 6/30/22)
# of People Who are American Indian or Alaska Native	9	40	8	36	-	-	42		CoC APR (7/1/21 to 6/30/22)
# of People Who are Native Hawaiian or Other Pacific Islander	3	16	11	10	-	-	13		CoC APR (7/1/21 to 6/30/22)
# of People Who are White	177	867	267	820	-	-	819		CoC APR (7/1/21 to 6/30/22)
# of People Who are Multiple Races	9	55	34	53	-	-	27		CoC APR (7/1/21 to 6/30/22)

**If data is not available, please input N/A in the cell and explain why the data is not available below:*

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

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested into Homelessness Interventions		Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please x the appropriate population[s])</i>
Other (enter funding source under dotted line)	FY 2021-2022	\$ 20,000.00	n/a	Private Funder(s)	Outreach and Engagement	Funds support 0.25 FTE of an Outreach and Housing Navigation position.	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2022-2023	\$ 20,000.00	n/a				
		\$ -					
Local business grant		\$ -					
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 784,042.58		State Agency	Administrative Activities	Operating subsidies and support for TH, PSH, and Emergency Shelters, outreach and case management, rental assistance and housing navigation, admin and TAY self-aid	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders X Unaccompanied Youth Other (please enter here)
	FY 2022-2023	\$ 1,120,000.00					
	FY 2023-2024	\$ 1,304,665.44					
Round 1 - Admin by CoC/CHSP							
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 74,420.49		State Agency	Administrative Activities	Operating subsidies and support for Homekey, Coordinated Entry, Street Outreach. (Rest of funding to be RFP'd)	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) X People Exp Chronic Homelessness Veterans X Parenting Youth X People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth X People Exp Substance Abuse Disorders X Unaccompanied Youth Other (please enter here)
	FY 2022-2023	\$ 12,640.00					
	FY 2023-2024	\$ 150,000.00					
Round 2 - Admin by CoC/CHSP	FY 2024-2025	\$ 500,000.00			Rental Assistance/Rapid Rehousing		
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 0.00		State Agency	Administrative Activities	Operating subsidies and support for PSH, housing navigation center operations, RRH, Outreach, admin and TAY Outreach	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) X People Exp Chronic Homelessness Veterans X Parenting Youth X People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth X People Exp Substance Abuse Disorders X Unaccompanied Youth Other (please enter here)
	FY 2022-2023	\$ 151,595.03					
	FY 2023-2024	\$ 1,300,000.00					
Round 3 - Admin by CoC/CHSP	FY 2024-2025	\$ 1,300,000.00			Rental Assistance/Rapid Rehousing		
Other (enter funding source under dotted line)	FY 2022-2023	\$ 2,859,457.70	25.00	Federal Agency	Administrative Activities	Admin, Outreach, Systems Navigation, Rental Assistance, Transitional Housing/ Rapid Re-Housing	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans X Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS X Children of Parenting Youth People Exp Substance Abuse Disorders X Unaccompanied Youth Other (please enter here)
	FY 2023-2024	\$ 2,859,457.70					
Youth Homeless Demonstration Project - Admin by CoC/CHSP					Permanent Supportive and Service-Enriched Housing		
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	\$ 2,410,304.00		Federal Agency	Administrative Activities	Permanent Supportive Housing, Transitional Housing, Rapid Re-Housing, Admin	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
Admin by CoC/CHSP					Interim Housing/Congregate/Non-Congregate Shelter		

* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

Table 4. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.			
Goal Statement: By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 1,674 total people accessing services who are experiencing homelessness annually, representing 614 fewer people and a 27% reduction from the baseline.			
Goal Narrative: The 2021-2026 Lead Me Home Plan establishes the regional goal of reducing homelessness by 50%, which is based on the 2019 PIT baseline of 2705. Strategies are based on the 1,675 individuals the CoC serves annually. This includes strategic efforts aimed at housing 1300 individuals by 2026.			
Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
Cal ICH HDIS CY 2021: 2,288	-614	-26.84%	1,674
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
Preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services are youth. Analysis of local data from our 2022 PIT Count, shows that 19% of the total population experiencing homelessness are children and transition-age youth. Also, based on the 2022 PIT Count, a total of 82% of the population experiencing homelessness are households without children.		By June 30, 2025 reduce the number of people accessing services who are experiencing homelessness by 27 % By June 30, 2025 decrease youth homelessness by 27%.	

Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.			
Goal Statement: By the end of the performance period, data for the Coalition of Homeless Services Providers will show 1219 total people experiencing unsheltered homelessness daily, representing 406 fewer people and a 25% reduction from the baseline.			
Goal Narrative: The goal to reduce the number of people experiencing homelessness on a daily basis is supported by strategic regional efforts to add over 300 PSH units by 2025 and expedite moving unsheltered individuals and those in interim housing to permanent supportive housing.			
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
PIT 2022: 1,625	-406	-25%	1219
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
Preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services are youth. Analysis of local data through our regional 2022 PIT Count, it shows that 13% of the total unsheltered population are unaccompanied children and transition-age youth. Also, based on the 2022 PIT Count, a total of 82% of the population experiencing homelessness are households without children.		By June 30, 2025 reduce our total unsheltered count by 25% . With an increase in the number of households without children to exit to ES, TH, RRH, and PH by 25% . By June 30, 2025 decrease the number of unsheltered unaccompanied youth by 30% , exceeding our overall 25% reduction in the number of people who will be experiencing unsheltered homelessness.	

Outcome Goal #2. Reducing the number of persons who become newly homeless.			
Goal Statement: By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 840 total people become newly homeless each year, representing 360 fewer people and a 30% reduction from the baseline.			
Goal Narrative: The goal of preventing homelessness by reducing the number of people who become newly homeless is supported by strengthening, and developing new, strategic partnerships with local Health and Human Services, HHIP participants, workforce development, educational institutions, and drop-in resource centers.			
Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
Cal ICH HDIS CY 2021: 1,200	-360	-30%	840
Describe Your Related Goals for		Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	

Analysis of local data shows that while families and households with children represent 24% of the population in our CoC's geographic area, adults with children represent approximately 20% of individuals who become homeless for the first time each year.	By June 30, 2025 reduce the number of families with children who become homeless for the first time annually by 40%, exceeding our overall 30% reduction in the number of people who become homeless for the first time annually.
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Outcome Goal #3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement:
By the end of the performance period, HDIS data for the **Coalition of Homeless Services Providers** will show **570** total people exiting homelessness into permanent housing annually, representing **79 more** people and a **16% increase** from the baseline.

Goal Narrative:
The goal of increasing the number of people who exit homelessness into permanent housing will be supported by regional efforts to create over 300 Permanent Supportive Housing units through multiple Homekey motel conversions in Monterey and San Benito Counties.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
Cal ICH HDIS CY 2021: 491	Increase 79	16%	570

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
Preliminary racial disparities analysis report shows that there is a disparity between the general census population and those who access our system (HMIS). However, once they enter the system those disparities tend to disappear when looking at outcomes. One key population that we have seen have a significant disparity in access to services are youth. Analysis of local data from our 2022 PIT Count, shows that 19% of the total population experiencing homelessness are children and transition-age youth. Also, based on the 2022 PIT Count, a total of 17% of the population experiencing homelessness are households with children.	By June 30, 2025 increase the overall number of people exiting to permanent housing by 16% . We want to increase exits from families by 20% and exits from unaccompanied youth by 20%.

Outcome Goal #4. Reducing the length of time persons remain homeless.

Goal Statement:
By the end of the performance period, HDIS data for the **Coalition of Homeless Services Providers** will show **132** days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing **7 fewer** days and a **5% reduction** from the baseline.

Goal Narrative:
The goal of reducing the length of time individuals remain in homelessness is supported by regional efforts to expand street outreach, which includes mobile case management and street medicine, with a focus on reducing and addressing barriers to housing.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move in for persons enrolled in rapid rehousing and permanent housing programs
139	-7	-5%	132

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
According to the preliminary analysis our model found some disparities with regards to the length of engagement with our system along the lines of race, ethnicity. According to the model individuals that identified as Black and African American and Pacific Islander and Native Hawaiian tended to be in the system longer when compared to Non-Hispanic and non-TAY White individuals.	By June 30, 2025 reduce the average length of time of individuals in our system who identify as Black and African American and Pacific Islander and Native Hawaiian by 10%, exceeding our overall 5% reduction in the average length of time individuals are in the system.

Outcome Goal #5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement:
By the end of the performance period, HDIS data for the **Coalition of Homeless Services Providers** will show **2%** of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing a **1% change** from the baseline.

Goal Narrative:
The goal of reducing the number of people who return to homelessness within two years of exiting permanent housing will be supported by regional strategies to adopt, implement and standardize best practices and policies across the homeless service provider network related to rapid rehousing, diversion and homeless prevention, landlord engagement, housing first, and trauma informed care.

Baseline Data: % of people who return to homelessness within 2 years after having exited homelessness to permanent housing	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
Cal ICH HDIS CY 2021: 3%	1%	33%	2%
Describe Your Related Goals for			
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:	
Analysis of local data through our racial disparities analysis shows that Transition-Aged Youth were still 2 times more likely to return to homelessness. The CoC would like to continue to monitor this subpopulation in the coming years to better track this subpopulation outside of HDIS/HDX.		<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>By June 30, 2025 reduce our original Cal ICH HDIS CY from 3% to 2% of people returning to homelessness after 2 years of entering permanent housing.</p> <p>By June 30, 2025 reduce TAY likelihood to return to homelessness by 25% through the annual monitoring of our disparities analysis.</p>	

Outcome Goal #6. Increasing successful placements from street outreach.			
Goal Statement:			
By the end of the performance period, HDIS data for the Coalition of Homeless Services Providers will show 138 total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing 99 more people and a 254% increase from the baseline.			
Goal Narrative:			
The goal of increasing successful placements from street outreach will be supported by strategic regional efforts to expand street outreach, increase permanent supportive housing units, and target outreach interventions to improve outcomes for specific homeless populations, such as transitional age youth.			
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2022 - June 30, 2025		Target Annual Estimate of # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
Cal ICH HDIS CY 2021: 39	Change in # of People	Change as % of Baseline	138
Describe Your Related Goals for			
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:	
Analysis of local data shows that while households without children represent 85% of the population in that access street outreach services, while 4% of households without children exit to ES, TH, and PH destinations.		<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>By June 30, 2025 increase the number of households without children served in street outreach that exit to ES, TH, and PH destinations annually by 120% exceeding our overall 100% increase in the number of people who exit to ES, TH, and PH destinations from street outreach.</p>	
Unaccompanied youth under the age of 25 make up .09% of the population that access street outreach services. One key population that we have seen have a significant disparity in access to services are youth. In our racial disparities analysis we have found that youth (18-24) tend to remain in our system shorter and are more likely to return to homelessness when compared to non-TAY individuals.		By June 30, 2024 increase the number of unaccompanied youth under the age of 25 who exit to ES, TH, and PH destinations from street outreach annually by 100% .	

Table 5. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Reaching underserved and historically marginalized communities and populations</p>	
<p>Description</p>	
<p>Pursuing regional increase of PSH unit capacity by utilizing funding from Homekey, HHAP & other funding sources. In the City of King & Greenfield the county & CoC are focusing on rural service deserts and undocumented/immigrant individuals. This would increase PSH units in King City by 45, and in Greenfield by 10.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p>
<p>Timeframe</p>	
<p>By June 2025</p>	<p><input type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p>
<p>Entities with Lead Responsibilities</p>	
<p>City of King, City of Salinas</p>	<p><input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p>
<p>Measurable Targets</p>	
<p>Increase the number of PSH units for unaccompanied adults experiencing chronic homelessness by 2025</p>	<p><input type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Strategic uses of other sources of funding</p>	
<p>Description</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness</p>

Prioritizing the funding of a RRH program utilizing YHDP funds that offer housing options ultimately reducing the length of time homeless for TAY, an underserved population noted by our pre-findings of our racial disparities analysis.
Timeframe
By June 2025
Entities with Lead Responsibilities
Coalition of Homeless Services Providers
Measurable Targets
Decrease the length of time that TAY remain homeless by 5%

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy
Building the capacity of homelessness response system to utilize resources, implement best practices, and/or achieve outcomes
Description
Increase region-wide outreach, mobile case management & street medicine and connecting them to services including vouchers such as EHVP, HSVP and FYI vouchers utilizing ERF, ESG, HHAP and HHIP funds. Implementing a youth specific street outreach program using HHAP funds.
Timeframe
By June 2025
Entities with Lead Responsibilities

Performance Measure to Be Impacted (Check all that apply)
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.

County of Monterey, City of Salinas, County of San Benito, and Coalition of Homeless Services Providers
Measurable Targets
By June 30, 2025 increase the number of households without children served in street outreach that exit to ES, TH and PH destinations annually by 120% exceeding our overall 100% increase in the number of people who exit to ES, TH & PH destinations from street outreach. By June 2024 increase the number of unaccompanied youth under the age of 25 who exit to ES,

- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy
Strategic uses of other sources of funding
Description
Increase total number of families served through RRH units using HSP funding to secure permanent housing for families, with an estimated 22 families supported annually in the County of San Benito and around 308 individuals supported in the County of Monterey
Timeframe
By June 2025
Entities with Lead Responsibilities
County of Monterey and County of San Benito
Measurable Targets
By June 30,2024 increase the overall number of people exiting to permanent housing by 16% . We want to increase exists from families by 20% and exits from unaccompanied youth by 20%

- | Performance Measure to Be Impacted
(Check all that apply) |
|---|
| <input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. |
| <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. |
| <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. |
| <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. |
| <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. |
| <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. |
| <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness. |

Strategy

Performance Measure to Be Impacted (Check all that apply)
--

Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	
Description	
<p>Operating a Landlord Engagement/Retention program that includes a landlord mitigation fund utilizing HHIP funds.</p>	
Timeframe	<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>By October 2024</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Entities with Lead Responsibilities	<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
<p>Coalition of Homeless Services Providers</p>	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Measurable Targets	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<p>Increase landlord engagement 20% by October 2024</p>	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Reaching underserved and historically marginalized communities and populations</p>	
Description	

Support and expand Safe Parking programs regionally, with County of San Benito utilizing HHIP funds, and County of Monterey using state and local funding sources. County of Monterey has supported 26 folks into housing from safe parking site in 20-21 and 35 in 21-22
Timeframe
June 2024
Entities with Lead Responsibilities
County of Monterey, County of San Benito
Measurable Targets
Increasing the amount of individuals accessing services regionally by 15%

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	
Description	
Replacing the VI-SPDAT assessment tool and overhauling CES by utilizing funds from HHIP, HHAP & YHDP. This multi-source funding will support different efforts of the overhaul by: (1) creating a new Youth CES that will serve as a pilot to CES, (2) replacing the VI-SPDAT with a needs assessment tool that can evolve with the ever-changing needs of homelessness (3) Overhauling the CES system to match with the needs assessment with community efforts	
Timeframe	
By January 2024	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless

Entities with Lead Responsibilities
Coalition of Homeless Services Providers
Measurable Targets
Increased the placement of chronic homelessness into permanent supportive housing by 17% by 2025

- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy
Expanding and strengthening partnerships with people with lived expertise
Description
Operating the CoC's Lived Experience Advisory Directive (LEAD)
Timeframe
By June 2023
Entities with Lead Responsibilities
Coalition of Homeless Services Providers
Measurable Targets
Creating informed policy decisions, with the hopes of enhancing the Lead Me Home strategic plan yearly action reports

Performance Measure to Be Impacted (Check all that apply)	
<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.	
<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.	
<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.	
<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.	
<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.	
<input type="checkbox"/> 6. Increasing successful placements from street outreach.	

Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types
Description

Performance Measure to Be Impacted (Check all that apply)	
<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.	

Opening 4 motels and pursuing regional increase of PSH unit capacity by utilizing funding from Homekey and HHAP. This would increase PSH units in Salinas by 202. In San Benito, the intentions to purchase two hotels for Homekey, increasing the amount of PSH units in San Benito County by 66.

Timeframe

By June 2025

Entities with Lead Responsibilities

City of Salinas, County of San Benito

Measurable Targets

Increase the number of PSH units for unaccompanied adults experiencing chronic homelessness by 2025

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plan on Strategic Intent

Expense Category intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be used on this Expense Category (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this Expense Category as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is this a strategic use of HHAP 4 resources that addresses needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis Narrative)?
1. Rapid rehousing	20%	5%	Rapid rehousing support and direct assistance to unhoused residents of the CoC region	Most clients in the local CES have identified that Rapid Rehousing would be the most effective type of intervention. We hope to utilize HHAP funds to support more folks into Rapid Rehousing.	Rapid Rehousing efforts are currently being supported through HUD-CoC funding and HHAP 3 funds. With HHAP 3, about 34% of funds were allocated to Rapid Rehousing. With Rapid Rehousing being the most needed intervention, the support is there to continue their work, while also supporting alternative interventions to alleviate the amount of days individuals experience homelessness.
2. Operating subsidies	20%		Operating subsidies for Project Homekey programs.	With 4 upcoming Homekey programs, the CoC is hoping to support these operating subsidies so that Homekeys can truly provide the necessary support within their communities.	Operating Subsidies will be supported by CoC and County HHAP 1, 2 & 3 funds, the Homekey funds, and ESG funding. Operating subsidies specifically supports the CoC's Lead Me Home (LMH) goal #3 of increasing access to services on the ground and supporting wrap around services into permanent supportive housing.
3. Street outreach	8%	2%	Clinical skills-based street homeless outreach team and low barrier safe parking to enhance encampment connections to services and stability.	Having a CoC region wide approach to street outreach, this hopes to increase services around the region with an emphasis of supporting services providers in obtaining quality data on the ground during the point of contact with clients.	Street outreach will be supported through HHP funds, County & CoC HHAP 3, and ESG funding. Increasing access to street outreach supports the CoC's Lead Me Home goal #3 of increasing access services on the ground and alleviating.
4. Services coordination	5%		Support the Governance of CoC committees, to support with the education and training of services, to support with setting up standards of different levels of intervention and monitoring set standards.	In the CoC's Lead Me Home Plan, the first goal is to increase stakeholder participation. The CoC has a responsibility to its community to make sure it's informed of how the system can support their clients. With this specific strategy, the CoC will hold the space for education and coordination (ex: outreach coordination, operate two lived-experience advisory councils, an overhaul of CES & HMS governance structure, etc.)	Services Coordination will be supported through HHAP 1, 2 & 3, HHP, County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. This will support the LMH goal #1 of increasing stakeholder participation, for example hosting a outreach coordination meeting, supporting the education of our direct services providers on best practices, and more. It will also help to support goal #3 of increasing access services on the ground and alleviating.
5. Systems support	8%		County-wide systems management of Coordinated assessment and referral, continuum of care activities, five-year plan activities, and HMS oversight and management.	The CoC plans to observe the improvement of the following systems: the overhauled CES (plan to be completed through 2023), annual 5-year Action Plan, annual Action Plan progress report. The CoC also plans to look into switching different HMS service operators in an effort to minimize administrative burden experienced by service providers.	Services Coordination will be supported through HHAP 1, 2 & 3, HHP, County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. Not only will this support the overall implementation of the LMH plan, it will specifically support the CoC's LMH goal #2 of increasing system performance.
6. Delivery of permanent housing	10%		Supporting Project Homekeys and Affordable housing projects around CoC Region, with an emphasis in service deserts.	The CoC region is interested in increasing the access to more permanent supportive housing into the CoC region. With this HHAP 4 funding, the CoC hopes to serve these new projects.	The delivery of Permanent Housing will be supported by CoC and County HHAP 1, 2 & 3 funds, the Homekey funds, and ESG funding. This will help to support LMH goal #1, 2 and 3 . The intentions here is to incentivize new partnerships/jurisdiction into the conversation, to alleviate the bottleneck in CES and support clients to move through CES faster, and increasing services for folks on the ground.
7. Prevention and diversion	0%				
8. Interim sheltering (new and existing)	17%		Operational and service coordination support for low barrier navigation centers. Supporting the expansion of new shelters in service deserts around Monterey & San Benito County.	The disproportionate amount of services within our region requires emergency interventions for folks immediately experiencing homelessness. The idea behind pairing this funding with HHP and PSH is to diversify the levels of intervention for clients around the region.	Interim Shelter will be supported through HHAP 1, 2 & 3. This will also help to support LMH goal #1, 2 and 3 . The intentions here is to incentivize new partnerships/jurisdiction into the conversation, to alleviate the bottleneck in CES and support clients to move through CES faster, and increasing services for folks on the ground.
9. Shelter improvements to lower barriers and increase privacy	5%	10%	To support shelters in compliance with new regional standards	In Monterey & San Benito, a daily estimated of 1,625 individuals are experiencing unsheltered homelessness. With an increase in interim shelter, the hope is to support folks out of unsheltered homelessness, to have geographic diversity, and encourage jurisdiction participation in creating services in their own cities.	Interim Shelter will be supported through the CoC's HHAP 1, 2 & 3 and potentially Counties HHAP funding. This will support LMH goal #2 and 3 , to create a compliant interim shelter system, and to increase access in services.
10. Administrative (up to 7%)	7%		Maximum of 7% for administrative costs incurred by the Coalition of Homeless Services Providers to administer the program allocation.	Supporting the administrative lift of operating and expanding services in our CoC	Administrative Support will be supported through HHAP 1, 2 & 3, HHP, County of Monterey Community Action Program, County of San Benito Health & Human Services, and HUD-CoC funding. This will support the overall implementation & tracking of the LMH 3 year plan.
Total:	100%	17%			

Table 7. Demonstrated Need

Complete ONLY if you selected Interim Housing/Congregate/Non-Congregate Shelter as an activity on the Funding Plans tab.

Demonstrated Need	
# of available shelter beds	688
# of people experiencing unsheltered homelessness in the homeless point-in-time count	1625
Shelter vacancy rate (%) in the summer months	3%
Shelter vacancy rate (%) in the winter months	1%
% of exits from emergency shelters to permanent housing solutions	21%
Describe plan to connect residents to permanent housing.	
<p>The CoC plans to implement the following strategies to connect residents to PH: (1) Create operational standards for different levels of intervention (ex: Outreach, PH, TH, etc) (2) Increase the amount of available PSH units in the region through Homekeys and affordable housing (3) Regional landlord education and landlord incentives in the hopes to increase available units and reduce use of vacant units in the area (4) Increase regional participation in local homeless solutions (5) Overhaul system performance oversight governance (6) Overhaul CES to oversee and evolve needs assessment of community</p>	