

## Application Narrative

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### LAKE COUNTY, CALIFORNIA

Lake County, home to the largest natural freshwater lake in California, is a geographically large but isolated rural county accessed only by two-lane roads over intercoastal mountain ranges, about 110 miles both northwest of Sacramento and northeast of San Francisco. The county has a 2019 population of approximately 65,000 persons, of which about 9,400 are school-aged children. Its economy is based mostly on agriculture, tourism and recreation, although the largest employers are local government, school districts and two critical access hospitals. Its two incorporated cities, Lakeport and Clearlake, are situated on Clear Lake's northwestern and southeastern shores, respectively. Although Lakeport is the county seat, Clearlake's population of approximately 15,000 persons substantially exceeds that of Lakeport's 5,134 residents.

Lake County has some of the poorest, most unhealthy citizens in the state. The 2019 County Health Rankings and Road Maps, annually produced by the Robert Wood Johnson Foundation (RWJF) in collaboration with the University of Wisconsin Population Health Institute (UWPHI), concluded that Lake County is the unhealthiest of the state's 58 counties based on a variety of mental and physical outcomes. One huge factor cited is that 30 percent of households with minor children live below the poverty line.

Over the past several years a number of natural disasters have severely impacted Lake County and its residents. Three devastating wildfires and recent flooding have displaced students and school staff alike. The 2015 Rocky and Valley Fires resulted in the loss of almost 1,600 homes and devastated the communities of Middletown, Cobb, and Whispering Pines. The August 2016 Clayton Fire resulted in the loss of an additional 250 homes in and around the Clear Lake/Lower Lake area. In 2018 more than 50 homes were impacted by Clear Lake flooding when winter storms pushed Clear Lake to its highest level since 1998, inundating homes, flooding streets and bringing some aspects of life in Lake County to a halt. In the fall of 2017, Lake County experienced yet another wildfire impacting Clearlake and Clearlake Oaks, destroying almost 100 homes. In all, approximately 6 percent of the county's housing stock was lost. Many families were already living in poverty and the long term effects of losing their homes and property will continue to present the community with additional challenges.

## **1. SUMMARY OF HOMELESSNESS IN LAKE COUNTY**

**A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019 (note: changed to October 1, 2017-September 2018 by program instruction).**

**B. Use the LSA data to provide (as defined by HUD):**

1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.
2. Total number of disabled households served across all interventions.
3. Total number of households experiencing chronic homelessness served across all interventions.
4. Total number of 55+ households served across all interventions.
5. Total number of unaccompanied youth served across all interventions.
6. Total number of veteran households served across all interventions.
7. Number of individuals served across all interventions who were: (1) Female, (2) Male, (3) Transgender, or (4) Gender Non-Conforming.
8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only), (2) White, Hispanic/Latino (only), (3) Black or African American (only), (4) Asian (only), (5) American Indian or Alaska Native (only), (5) Native Hawaiian/Other Pacific Islander (only) or (6) Multiple races

CoC Response:

### **2018 HIC and PIT information; additional information on Lake County homelessness**

As communicated recently by phone and through email with HHAP staff (HUD email communication attached), the Lake County Continuum of Care did not participate in the HUD HDX LSA system. Therefore, as discussed with staff, we are providing here the Lake County January 2018 PIT and HIC information as reported to HUD. This information was both shared with County of Lake officials and widely distributed. The Lake County CoC's jurisdiction **IS** the entire County of Lake.

Emergency Shelters:

Restoration House (Adventist Health Clear Lake) – 10 year-round beds (transitional)  
DV Shelter (Lake Family Resource Center) – 30 year-round beds, parents & children  
Warming Shelter (Lake Ministerial Association) – 24 seasonal  
The Nest (Redwood Community Services) – 13 year-round (transitional parenting youth)

Therefore, Lake County has a total of 77 emergency beds – 53 are year-round, 24 are winter only. **Overall vacancy rate is 10 percent**; winter vacancy rate for the 77 total beds is less than 10 percent (including the warming shelter), summer vacancy rate for 53 year-round beds (warming shelter not operational) is approximately 15 percent. The Warming Center does not transfer its clients into permanent housing; the other shelters do. But including the winter-only beds, the **overall permanent housing placement rate is 69 percent**. These shelter beds have been reported to HUD as shown on the submitted HDX inventory report.

Restoration House in Lower Lake is a transitional housing program for recovering addicts and recently completed its first full year in operation. It can house up to ten residents at a time in its 5-bedroom single family dwelling and is currently at **10 percent** vacancy. Although residents may stay up to 2 years while participating in the program, upon exit the program will provide its clients with resources that ensure a transition into permanent housing. As of this date with 51 current or former clients: **21 clients successfully graduated** from the program into permanent housing, 3 returned to outside communities where they had family ties, 4 were placed into long-term skilled nursing facilities, 10 left against medical advice, and 6 died while in the program's care (two had been reunited with family before dying so they are also counted as placed into permanent housing). Therefore its **permanent housing placement rate is currently 85 percent**.

The Warming Shelter in Lakeport is just completing its third full winter of operation. As a nights-only, winter-only shelter, it operates only for 3-4 months and is virtually **100 percent occupied** during that temporary operation. Information on available housing resources is provided, but there is no formal plan at this time to connect the night occupants with permanent housing. Therefore, **no clients** are discharged from this shelter to permanent housing.

The Domestic Violence shelter began operation 40 years ago at an undisclosed location in Lakeport and eventually evolved into its current form in Kelseyville as part of the Lake Family Resource Center. Abuse victims, typically women, and their minor children. Occupancy rates can vary from 50 to 100 percent, with an **overall vacancy rate of 15 percent**. Winter vacancy rates are lower than summer. Exiting occupants are provided with limited financial assistance, either directly through the agency or through one of its partners like North Coast Opportunities which has a Rapid Re-housing program. The Lake County Housing Commission, the local public housing authority operated through the county's Department of Social Services, does provide a domestic violence victim preference for its Section 8 Housing Choice program; however, vouchers are extremely limited in the county and not usually available. But Lake Family Resource Center case workers ensure that virtually **ALL or 100 percent** of their clients with minor children leave the shelter when they are ready and once a permanent living situation is secured.

The Nest in Upper Lake is a transitional housing program for parenting teens and young adults. Vacancy is generally consistent year-round with rates of **zero to 15 percent** depending on the number of children. **All graduating residents** (100 percent) are assisted with placement into permanent housing; resources include those available through its sponsoring agency Redwood Community Services as well as North Coast Opportunities and other local nonprofits.

This HHAP application includes a budget line item for the preparation of a local Continuum of Care strategic plan to end homelessness. The plan preparation will include coordination with, and assistance to, these private nonprofit and faith-based organizations operating the existing shelters in development and refinement of their exit strategies to ensure all clients are placed into permanent housing. Additionally, this plan will include development of a Coordinated Entry System and full implementation of the recently-acquired Homeless Management Information System (HMIS) software. As noted earlier, the Lake County CoC has not been participating in the HUD HDX LSA system. The CoC, with the assistance of the HHAP funding, intends to come into full compliance with HUD upon completion of these planning tasks.

Point-in-Time count data (January 2018):

Total Households and Persons (ALL)	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven <sup>a</sup>		
Total Number Of Households	9	9	0	263	281
Total Number of Persons	12	12	0	591	615
Number of Children (under age 18)	3	3	0	36	42
Number of Persons (18 to 24)	2	4	0	28	34
Number of Persons (over age 24)	7	5	0	527	539

Gender	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven <sup>a</sup>		
Female	8	6	0	207	221
Male	4	6	0	381	391

Lake County Continuum of Care

Transgender	0	0	0	3	3
Gender Non-Conforming (i.e. not exclusively male or female)	0	0	0	0	0

Ethnicity	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven <sup>a</sup>		
Non-Hispanic/Non-Latino	8	11	0	423	442
Hispanic/Latino	4	1	0	168	173

Race	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
White	9	10	0	457	476
Black or African-American	0	0	0	16	16
Asian	0	0	0	0	0
American Indian or Alaska Native	0	0	0	58	58
Native Hawaiian or Other Pacific Islander	0	0	0	0	0
Multiple Races	3	2	0	60	65

Chronically Homeless	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven <sup>a</sup>		
Total number of persons	4		0	78	82

However, for a variety of reasons, including the inexperience of this new Continuum of Care, the extremely isolated, rural and geographically vast physical conditions, and the loss of six percent of the local housing stock due to wildfires over the past three years, the county's social services providers believe the recent PIT counts do not nearly reflect the true incidence of homelessness in Lake County. According to other recent estimates the total number of homeless over the course of one year is more likely over 3,000 individuals. The information below is taken from the 2019 No Place Like Home housing plan prepared by a consultant for the county and adopted by the Lake County Board of Supervisors in November 2019 for submittal to the California Department of Housing and Community Development (HCD):

In general, HUD and other homeless assistance sources allow the use of certain assumptions and extrapolations when quantifying special needs groups, especially when resources, local expertise and assistance, and physical constraints such as rural locations warrant. As mentioned earlier in this section, the affordable housing industry accepted standard is that a community will have one to 1.5 percent of its population homeless at any given time. Based on Lake County's estimated 2019 population of 65,000 a homeless number of 650 can be used, a conservative one percent. This homeless number also corresponds closely with the 2018 CoC PIT count data and therefore appears reliable.

### *Children*

The Lake County CoC 2018 PIT count identified 3 households with minor children and 6 unaccompanied minor children as homeless. Since the homeless households data do not provide number of children, the county estimate for homeless children must come from other sources. According to the 2018 KidsData.org annual report from the Lucille Packard Foundation for Children's Health, Lake County in 2016 was fifth in the state with 10 percent of its public school students meeting the McKinney-Vento definition of homeless; California as a whole had a homeless student rate of 4.4 percent. According to the Lake County Office of Education, county public schools had a 2018-2019 enrollment of 9,643. If the 10 percent homeless incidence rate holds true, approximately 960 minor children would meet the homelessness criteria being used.

The 2018-2019 enrollment report for the Lake County Office of Education includes 462 students classified as "homeless youth." There is no further indication as to the percentage of these students who may be suffering from "severe emotional disturbance," one of the special needs groups with the NPLH program. But Lake County has two public schools for children with special behavioral needs.

The Hance Community School outside Lakeport provides an alternative learning environment for middle and high school students (grades 7-12) who are experiencing difficulties in a traditional school setting or who are exhibiting negative behavior patterns in school or in the community. The program serves students who have been expelled from school, identified as habitually truant by a Student Attendance Review Board, placed on probation by the court, or

otherwise referred by a school district, probation, or social service agency. Counseling and other support services are provided by public and community agencies. The 2018-2019 enrollment report indicates 12 students, although this enrollment can fluctuate through the school year.

The other comparable school is the Clearlake Creativity School. Clearlake Creativity students come from districts across Lake County. They are referred through the Individualized Education Program process and are only accepted if they have been diagnosed with emotional disturbance and are not successful in their home school. The 2018-2019 enrollment report shows 24 students.

If 10 percent of these schools' students, or about 4 youth, are homeless, they likely would be classified as homeless youth with severe emotional disturbance for the purpose of this plan. It is not known if the 6 unaccompanied youth under 18 identified in the CoC's 2018 PIT count attend school. Further data gathering is needed. But the Office of Education states that, along with its students living in foster care, the students of Clearlake Creativity School have a higher than average reporting of "adverse childhood experiences" (such as physical abuse or parental abandonment) that can contribute significantly to negative adult physical and mental health outcomes. According to the Substance Abuse and Mental Health Services Administration of the US Department of Health and Human Services, the majority of homeless youth are 13 or older and have higher rates of mental health problems and substance abuse than their peers. Up to 50 percent or more have been involved in the foster care system as well, and 20 to 35 percent of homeless youth identify as LGBTQ. The 2015 dropout rate for students enrolled in grades 9-12 was 10 percent (California overall was 11 percent), another risk factor for youth homelessness.

### *Veterans*

Another often-used estimate comes from the US Department of Veterans Affairs. According to the VA, generally about one-fourth of the local homeless are veterans. This translates to 163 persons in Lake County if using the 650 homeless persons benchmark. About one-half, or 81, are Vietnam-era veterans, categorizing them as elderly. According to the US Interagency Council on Homelessness, about half of homeless veterans also have a mental illness, typically PTSD or bipolar disorder. Three-fourths, or an estimated 122 homeless vets, have problems with alcohol, drugs or mental health. Therefore a reasonable assumption is that one-half of the county's homeless veterans likely have co-occurring disabilities or disorders.

### *Mentally Ill*

According to the US Interagency Council on Homelessness, about one-third of the homeless have untreated psychiatric illnesses. Using the 650 homeless persons estimate, Lake County may have about 220 mentally who are homeless and not accessing services. As part of its mission, Lake County Behavioral Health Services provides recovery-oriented services that include assistance with establishing stable housing. Its 2017-2020 Mental Health Services Act Annual Update and Three-Year Program and Expenditure Plan specifies strategic actions in assisting county residents with mental illness, including those with co-occurring (mental health and substance use) disorders. It is the lead agency for this County of Lake NPLH plan.

### *Chronically Homeless*

Although the VA estimates that at least one-third of homeless veterans meet the definition of chronically homeless, in general housing advocates use 25 percent as a rule of thumb for the number of chronically homeless among the homeless population. Using the same homeless number of 650 persons, therefore, provides an estimate of 162 persons who are chronically homeless. They are disabled by a mental or physical disorder, and they have been either homeless for a year or more or have had at least four episodes of homelessness in the previous three years. Of this subgroup, at least one-third are generally found to be severely mentally ill. Again, this translates to a current Lake County estimate of 55 persons who meet the NPLH target clientele of the chronically homeless mentally ill. This number is not inconsistent with the 2018 CoC PIT count; data collected are just categorized differently.

## **1. DEMONSTRATION OF REGIONAL COORDINATION**

To successfully complete this section, applicants must provide:

### **A. Coordinated Entry System (CES) Information**

For CoC applicants:

1. Describe how your CES functions, including:
  - a. What entity is responsible for operating your CES?
  - b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?
  - c. How are people referred to available housing through CES?
2. How do you promote the utilization of your CES? Specifically:
  - a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?
  - b. What is the grievance or appeal process for customers?
  - c. How do you provide culturally responsive services to people experiencing homelessness?
3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

CoC Response:

#### **Coordinated Entry System**

Coordinated entry systems (CES) are intended to help communities share vital information on available resources among all agencies and entities serving the same population, in this case the homeless and those at risk of homelessness. The system also allows data, including client information, to be shared as necessary so that each client can receive services from a variety of entities that meet his or her particular

needs. Since the lack of funding and resources are always a concern, especially in small rural counties such as Lake County, the CES allows the prioritization of people who are most in need of assistance. On a broader scale, the CES can provide information to CoCs and other stakeholders about program needs and gaps to help communities strategically allocate their current resources and identify the need for additional resources.

In 2017, the Lake County Department of Social Services and North Coast Opportunities, a nonprofit agency serving Lake County as its community action agency, jointly invested in housing navigation software to support, coordinate and locate housing for homeless or at-risk of homelessness persons. Client support included case management, housing location services, and assistance in completing rental applications to move into housing and out of homelessness. But this software was not been fully utilized due to limited staff and the funding to purchase additional components. Users also complained that the maintenance of client confidentiality was a concern with this software. Therefore, its use across governmental and nongovernmental agencies was a huge problem.

According to the 2017-2020 MHSa Three Year Program and Expenditure Plan, CES data also indicated that services were not supporting households with behavioral health concerns to the same extent as other households not facing the challenges of serious mental illness or health or behavioral health concerns. This certainly could have been due to a variety of factors, including outreach efforts to this hard-to-reach special needs group.

But a more user-friendly CES would be a huge forward step. Therefore the CoC in 2019, through the assistance of its new management entity, the Lake County Behavioral Health Services Department, contracted to purchase a new software system which, while comprehensive in data gathering, also maintains client confidentiality even while being accessed by many service providers. The county's Behavioral Health Services will oversee its maintenance and distribution. Currently social services providers, all participating members of the CoC, are being licensed and trained in this new software, and the required HMIS data security and privacy training was provided to users through a CoC-sponsored workshop in late 2019.

This funding application includes requests for both Strategic Planning and CES/HMIS Development. The CoC likely will use this funding for both paid staff and consultant time to develop, among other necessary items, the full utilization of this new software system and to address at minimum the following:

- The process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community;
- The referral and prioritization of people referred to available housing through the CES;

- How outreach is conducted to ensure all individuals experiencing homelessness, including those with multiple barriers (such as language, disability or documentation status) are aware of the CES assessment and referral process;
- The establishment, with client participation, of a grievance and appeal process;
- the preparation and monitoring of culturally responsive client service and satisfaction.

**B. Prioritization Criteria**

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?
2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

**C. Coordination of Regional Needs**

1. How have you coordinated with your partnering county to identify your share of the regional need to address homelessness?
2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

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

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

**CoC Response:**

As earlier discussed, the Lake County Continuum of Care is a relatively new CoC and, until 2018, had no reliable management agent. Necessary improvements are now being made under the fiscal management and operational oversight of the Lake County Behavioral Health Services Department. This application requests funding in both the Strategic Planning and CES/HMIS Development line items to perform necessary tasks, such as development of the HUD-mandated Strategic Plan.

There is no allocation of fair share when addressing the needs of homelessness within the county. Further, Lake County homeless do not travel on a casual basis outside of

county boundaries to access services available in larger jurisdictions. The lack of easy, regular and reliable public transportation combined with the county's isolated geographical location makes Lake County's homeless population stable, except for seasonal fluctuations because of migratory individuals seeking temporary work in agriculture and tourism.

Additionally, the discussion below in the HHAP Funding Plans section expands on the CoC's ambitious, but necessary, planned activities to bring the CoC into HUD compliance while meeting the needs of the local citizens who are homeless or facing homelessness.

## **2. RESOURCES ADDRESSING HOMELESSNESS**

To successfully complete this section, all applicants must answer the following questions:

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

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
  - b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
  - c. Local Funding
2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?
  3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

CoC Response:

#### Lake County Continuum of Care funding

2018 Emergency Solutions Grant (ESG) - \$133,900

Rapid Rehousing programs (North Coast Opportunities' [New Digs](#))

2018 CA Emergency Solutions & Housing (CESH) - \$1,014,500

\$275,000 NCO New Digs Rapid Rehousing

\$275,000 Sunrise Special Services Foundation's mobile encampment outreach, SSI application assistance

\$405,900 Lake Co CoC HMIS & CES software purchase, consultant support

\$8,122 Lake Co CoC PIT count support, including homeless outreach

\$50,738 Adventist Health Clear Lake admin support for Restoration House, other  
2018 CA Homeless Emergency Aid Program (HEAP) - \$1,298,634

\$353,959 Redwood Community Services (The Nest parenting youth, other)

\$100,000 Lake Ministerial Association Warming Center (winter emergency shelter)

\$200,000 Praises of Zion Baptist Church (utilities assistance)

\$146,041 North Coast Opportunities (utilities, other emergency assistance)

\$164,932 Lake Co Office of Education (services for homeless & at-risk students)

\$200,000 Restoration House (temp housing assistance for graduating clients)

\$100,000 Veterans; Stand Down (tents, sleeping bags, supplies for homeless vets)

\$30,702 Adventist Health Clear Lake (admin support for Restoration House, other)

#### Lake County Housing Commission (PHA 144)

224 Housing Choice vouchers (includes Family Self-Sufficiency):

15 HUD-VASH vouchers (US veterans)

Average rent subsidy paid in 2019 = \$216,000 monthly

#### Other Direct Funding

\$300,000 - Lake Family Resource Center (annual Housing First funding from CA Office of Emergency Services for its domestic violence clients)

\$300,000 - Lake Family Resource Center (transitional housing assistance for sexual assault victims from US Dept. of Justice Violence Against Women program)

### **B. HHAP Funding Plans**

1. *Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.*
2. *How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?*

The Lake County Continuum of Care's membership unanimously voted at its regular February 2020 meeting to submit this HHAP application in support of the establishment

of two year-round emergency shelters/supportive housing projects with navigation centers, one for each end of this extremely large and rural county. No such programs currently exist, as discussed earlier. The bulk of the requested funding will go directly towards the planning, research, design and launch of these centers. The guiding principal will be Housing First; clients must receive stable housing before their other needs can be addressed as part of the navigation center's services.

Since the \$500,000 allocated will not totally support this ambitious project, the CoC will include the identification of necessary gap funding, with the preparation of grant and/or loan applications to be done either in-house or through procured consultants. But as part of the need to develop local capacity so that these shelters/navigation centers can be established and other services be continued as well, the CoC has included the previously-discussed line items for Strategic Planning and CES/HMIS Development. Most importantly, this CoC must be brought fully into compliance with HUD regulations. Although much work has been accomplished the past two years, particularly since Lake County Behavioral Health Services has assumed management oversight of the CoC, many more improvements (including timely participation in HUD's LSA filing) are needed. Therefore, the following components will be addressed:

- Review, amendment and adoption of CoC policies and procedures, including those involving the new HMIS;
- Review of past performance and improvement of the next homelessness counts;  
and
- Preparation for the next CoC funding opportunities.

### **3. PARTNERS ADDRESSING HOMELESSNESS**

To successfully complete this section, all applicants must answer the following questions:

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

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.
2. Describe any barriers that you experience in partnering, and how you plan to address them.

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

3. *If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.*

CoC Response:

#### **Collaborative Partners**

The CoC currently includes all the following among its formal and informal meetings and activities:

- Representatives from Lakeport and Clearlake governments
- Lake County Board of Supervisors
- Lake County Behavioral Health
- Lake County Department of Social Services
- Lake County Housing Commission (public housing authority)
- Lake County Public Health

## Lake County Continuum of Care

- Lake County Probation Department
- Lake County Superior Courts
- Clearlake and Lakeport Police Departments
- Lake County Sheriff's Office
- Lake County Office of Education
- US Department of Veterans Affairs
- Local affordable housing managers
- Supportive Services for Persons with Disabilities
- Lake County Continuum of Care
- Housing and homeless service providers
- Ford Street Detox and Emergency Housing
- Mountaintop Sober Living
- North Coast Opportunities
- Lake County Interfaith Council
- Redwood Coast Regional Services
- Lake County food banks (Clear Lake Gleaners, etc.)
- St. Vincent de Paul Society
- Salvation Army
- Catholic Charities of Sonoma, Napa and Lake counties
- Lake Family Resource Center (domestic violence shelter)
- Lake Ministerial Association warming center (winter shelter)
- Sutter Lakeside Hospital
- Adventist Health Clear Lake
- Lake County Tribal Health
- Lakeside Community Clinic
- VA outpatient clinic, Clearlake
- Representatives of family caregivers of persons living with serious mental illness
- Senior Centers
- Senior caregivers
- Providers with experiencing providing housing or services to those who are chronically homeless
- Individuals self-identifying as mental health consumers

Most social service providers, both government and private non-profit, participate as active members on a regular and reliable basis. All members further are required to serve on at least one standing or ad hoc committee. But because of Lake County's geography, including the absence of regular public transportation and vehicle travel time because of 100-mile radius Clear Lake's location right in the middle of the county, regular participation is difficult for both very busy professionals and lower-income clients.

Further, at a January 2020 update before the Lake County Board of Supervisors, law enforcement discussed its desire to assist more directly with the homelessness issues but acknowledged its lack of regular CoC participation because of staffing time required. The proposed Strategic Planning component of this application will further address this

issue of expanded involvement, including with local law enforcement officials, and solutions will be identified.

#### **4. SOLUTIONS TO ADDRESS HOMELESSNESS**

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

**Please note:** Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

Examples:

- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

**Please note:** Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

CoC Response:

CESH Strategic Plan

The Lake County CoC has not developed a CESH Strategic Plan. It is here, however, proposing this plan as part of this HHAP project. The following goals and objectives were recently adopted towards Lake County's efforts in locally solving homelessness:

Goals:

- To better identify and quantify all segments of the homeless (veterans, unaccompanied youth, domestic violence victims, etc.), particularly those who are chronically homeless;
- To provide appropriate, effective and coordinated services to each identified group;
- To develop partnerships with affordable housing developers and service providers experienced in emergency, transitional, supportive and permanent affordable housing for those special populations;
- To dedicate Lake County and CoC resources in support of service to ending homelessness in the county.

Strategies:

- Expand the Lake County Continuum of Care's role to include service as a Housing Task Force.
- Through the CoC, conduct regular HUD-mandated Point in Time counts that thoroughly assess all homeless needs through extensive outreach to all population segments, particularly those suspected of being undercounted due to location, language, age, fear of law enforcement or domestic violence, or immigration status.
- Support the development of housing projects and programs that adopt the Housing First model for special needs groups.
- Support projects that meet all required federal, state and local habitability standards related to safety, sanitation, and privacy and have the highest likelihood of tenant access to and use of appropriate supportive services.
- Prioritize projects competing for finite funds by:
  - 1) Proposed assistance to people with the most urgent and severe needs;
  - 2) Developer's capacity to own and operate the proposed housing project housing project for the targeted tenants;
  - 3) Comprehensiveness of the proposed supportive services plan, including coordination with the county and CoC membership; and
  - 4) Financial feasibility, with gap financing plan, and reasonable development and sustainable management costs.

- Promote and assist as requested with the development of smaller private board and care homes for the targeted populations.
- Continue to work with the local permitting agencies (planning, building, health, fire, etc.) towards the facilitation of rules, regulations and procedures in the development and operation of all types of affordable housing.

In the short term, the Lake County Continuum of Care can include the following goals for this HHAP project:

- The CoC will develop and adopt the required policies and procedures (strategic plan, coordinated entry system and HMIS policies with full implementation, etc.) for HUD compliance and approval within 3 years. The strategic plan will provide a system by which the proposed shelters will eventually transition its residents into permanent housing; the system will include individual review of circumstances, referral to appropriate agencies for counseling, addiction rehabilitation, employment, etc. along with financial support as necessary.
- The CoC will work towards the establishment of 2 shelters/navigation centers, with at least one becoming operational within the next 3 years. At this time, the CoC envisions each shelter will include at least 30 emergency shelter beds each, operating year-round, with 100 unduplicated individuals served. A 75 percent occupancy rate is anticipated, with heavier use over the winter months. Specifically, the CoC hopes to see by the **end of Year 1** a shelter open and operating at one end of the county with 8,212 shelter beds provided for 100 individuals. Ten percent, or 10 individuals, will be placed into permanent housing situations. By **end Year 2**, the second shelter will open, doubling the Year 1 assistance numbers. However, by the end of the HHAP contract period the CoC intends to raise its annual housing placement rate to 20 percent or 40 individuals between the two shelter locations. This translates to a goal by **end Year 5** to: 73,180 shelter nights, 900 unduplicated individuals provided shelter, 90 individuals placed into permanent housing.
- The 2021 and 2023 HUD-required Point-in-Time counts will show continuing improvements in both accurate homeless estimates and special needs groups outreach.
- The CoC will use the required HHAP funding resources over the next 3 years to increase homeless services, including beds, by an additional ten percent of youth over those currently served.





**LAKE COUNTY CONTINUUM OF CARE**  
Administrative Agency: Lake County Behavioral Health Services

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**Letter of Support for County of Lake HHAP Application**

This letter will serve as confirmation to the State of California Homeless Coordinating and Financing council of the following:

- The Lake County Continuum of Care is aware that the County of Lake through its Behavioral Health Services Department (LCBHS) is applying for \$445,265.73 in state Homeless Housing, Assistance, and Prevention Program (HHAP) funding.
- Lake County CoC members have participated in LCBHS's discussion of its HHAP application that proposes long-term strategic planning and short-term work towards the establishment of emergency and transitional housing for mentally ill homeless being released from out-of-county mandatory mental health evaluations. As the agency charged with addressing the mental health needs of Lake County's citizens, LCBHS is taking responsibility to address this economically challenged, wildfire devastated rural area's unaddressed homelessness issues and problems of those who are mentally ill.
- The Lake County CoC further commits to its continuing participation with LCBHS and its efforts towards addressing the housing needs of the mentally ill within Lake County, including those activities where HHAP spending and projects are planned, discussed and evaluated. As the CoC's management agent, LCBHS additionally will regularly report to the CoC membership at its regular meetings on the progress of its HHAP-funded activities.

A handwritten signature in blue ink, appearing to read "C. Taliaferro".

Christopher Taliaferro, Chair  
Lake County Continuum of Care

14 FEB 2020  
Date