



# ACTION PLAN

for Preventing and Ending  
Homelessness in California

**DRAFT PREPARED FOR THE HOMELESS COORDINATING AND FINANCING COUNCIL  
FOR CONSIDERATION AT THE MARCH 23, 2021 MEETING**

This notice will be removed upon approval and before publication



This page is currently left blank in anticipation of opening messages to readers upon approval of this plan; page will be updated before publication.

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The Council would like to extend its gratitude for the commitment of our stakeholders who took the time to provide input and recommendations for this plan, including State staff, representatives from local governments, advocates, researchers, and from individuals who provided expertise drawn from their lived experiences to shape this plan. We are also grateful to the tireless work of consultant, Matthew Doherty, for helping California to lead the way to focus on the actions that will prevent and end homelessness across our state.

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# EXECUTIVE SUMMARY

## Vision and Intent and this Action Plan

On any given night, more than 151,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States. Making significant progress in preventing and ending homelessness across the state will require sustained and focused efforts at the Federal, State, and local levels. Through this Action Plan, the Homeless Coordinating and Financing Council (HCFC), the State's interagency council on homelessness, is pursuing a vision for the Council and the State's work to prevent and end homelessness that features:



- Increased leadership from the State for identifying and supporting short-term and long-term solutions;
- Purposeful, action-oriented coordination and alignment across State agencies and programs; and
- Stronger, collaborative partnerships with public and private partners in communities.

This Action Plan orients the State's efforts to drive purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California, motivated by a vision of a future in which homelessness in California is: **rare, because it is prevented** whenever possible; **brief, ended quickly whenever it does occur**, through a focus on Housing First approaches and housing outcomes; and a **one-time experience, ended successfully the first time**, so that no Californians experience homelessness repeatedly.

The implementation of this Action Plan will be aligned with several **key principles and practices**, including:

- ✓ Pursuing racial equity and justice;
- ✓ Creating solutions for the full diversity of people experiencing homelessness;
- ✓ Seeking and valuing the expertise of people with lived experiences of homelessness;
- ✓ Aligning State activities with Housing First approaches;
- ✓ Balancing crisis response and permanent housing solutions; and
- ✓ Shared responsibility, accountability, and efficiency across State departments and programs, in close coordination with local communities.

## Driving Progress Across Five Action Areas

The Action Plan will drive progress across five (5) distinct but interrelated and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness.

### Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California



Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with lived expertise from experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education, employment, income, and assets; disaster preparedness and response; and communications and public awareness.

### Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness



Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.

### Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing



Activities focused on expanding the supply of safe, housing-placement focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

### Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities



Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.

### Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness



Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems and enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.



## Implementation and Performance Measurement

The Action Plan covers the State's FY 20-21 through FY 22-23, focused on the highest-priority strategies and efforts that will have the greatest impact. The Council will update this Action Plan ahead of FY 22-23 to make any modifications to the Plan's Objectives and to identify more specific Activities to be implemented during FY 22-23.

HCFC and its member departments will pursue the Plan's vision with shared accountability across State departments and with local partners. The Action Plan will be implemented through existing teams and structures, and also through the planned formation of five (5) interagency Working Groups, including State staff and external stakeholders and partners, focused on:

- Maximizing the Impact of **State Funding** and Programs Addressing Homelessness
- **Racial Equity** in Responses to Homelessness and Housing Instability
- Tailoring Strategies for Preventing and Ending Homelessness for **Youth and Young Adults**
- Strengthening **Employment Opportunities** and Outcomes for People with Experiences of Homelessness
- Preventing Homelessness Among People **Transitioning Back into Communities from Corrections Settings**

This Action Plan requires a sharpened focus on performance measurement, data, and analyses. Performance measures are identified for every Activity, and implementation progress will be reported to the Council on a regular basis. HCFC will use data from the State's newly developed Homeless Data Integration System, from the U.S. Department of Housing and Urban Development, and from the California Department of Education in order to assess the impact of Federal, State, and local efforts, to document and analyze racial inequities, and to refine this Plan's Objectives and Activities.

## Conclusion

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development and adoption of this Action Plan is a significant step forward for HCFC and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it cannot be prevented.

# THE CALIFORNIA HOMELESS COORDINATING & FINANCING COUNCIL

Homelessness in California requires urgent actions and sustained, long-term efforts across all levels of government and across the public and private sectors. **The California Homeless Coordinating and Financing Council (HCFC) serves as the State's interagency council on homelessness, providing leadership, coordination, and guidance to strengthen and align efforts across all of State government.**

HCFC was created in 2017 to oversee the implementation of Housing First policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California. The Council's mission is to develop policies and to identify and coordinate resources, benefits, and services to prevent and work toward ending homelessness in California.

HCFC's current activities, and activities forecast within this Action Plan, are designed to fulfill its charter to oversee implementation of California's Housing First guidelines and to achieve eighteen statutory goals, including five youth-related goals identified through SB 918 in 2018. HCFC pursues those statutory goals through both a Council of state leaders and a team of staff within the Business, Consumer Services and Housing Agency.

The Council, chaired by the Secretary of the Business, Consumer Services and Housing Agency (BCSH), is a committee comprising representatives from ten State departments with up to ten additional community members, individuals representing community organizations, including individuals appointed by the Governor and people with lived expertise of homelessness.

**HCFC will be responsible for monitoring the implementation and for updating this Action Plan on an annual basis to adjust and tailor its**

**Objectives and Activities.** Council members from State agencies are responsible for mobilizing actions and accountability across their agencies in support of the Action Plan's implementation. HCFC staff and senior staff across State agencies will be responsible for ensuring that the Activities committed to in this plan are implemented and well-coordinated, and for reporting to the Council on its implementation, regarding the measures identified within the Action Plan and progress toward fulfilling HCFC's statutory requirements.

Led by the BCSH Deputy Secretary for Homelessness, the team at HCFC includes up to twenty-nine State staff who:

- Implement two major grant programs, the Homeless Emergency Aid Program (HEAP) and the Homeless Housing, Assistance and Prevention Program (HHAP);
- Oversee the development and ongoing management of the Homeless Data Integration System (HDIS);
- Coordinate Council activities across State agencies and departments to ensure alignment with the Council's policy priorities and best practices; and
- Work in partnership with Continuums of Care (CoCs), Federal agencies, city and county governments, non-profits, housing and services providers, and others.

HCFC staff also work in consultation with the Governor's Office and with the Legislature as subject-matter policy experts to guide and strengthen the State's response to homelessness.

*See Appendix Exhibit A for documentation of HCFC's statutory requirements.*



# ACTION PLAN'S VISION

In developing and implementing its first-ever Action Plan, HCFC is pursuing a vision for the Council and the State's work to prevent and end homelessness.

## **The vision for this plan features:**

- Increased leadership from the State for identifying and supporting short-term and long-term solutions;
- Purposeful, action-oriented coordination and alignment across State agencies and programs; and
- Stronger, collaborative partnerships with public and private partners in communities.

## **In pursuing this vision, HCFC recognizes that:**

- The response to homelessness in California must address and reduce well-documented racial inequities in who experiences housing instability and risks of homelessness, in who experiences homelessness, and in how people are served and outcomes achieved within homelessness response systems;
- Progress will require multi-pronged, multi-year strategies to enhance every element of our responses to the housing, services, health, and public health needs of people experiencing and at-risk of homelessness; and that
- State agencies need to act with shared responsibility and mutual accountability, and must implement effective data analyses, performance measures, and metrics to assess, refine, and revise those strategies.

The vision for this Action Plan is not simply making changes in how HCFC and State

agencies do their work. This Action Plan seeks to orient the State's efforts toward driving purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California.

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**The collaborative development of this Action Plan has been driven by a vision of a future in which homelessness in California is rare, because it is prevented whenever possible; brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a one-time experience, ended successfully the first time, so that no Californians experience homelessness repeatedly.**

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The development and implementation of this Action Plan creates commitments and structures through which HCFC and its member departments will pursue that vision relentlessly, with shared accountability across State departments and with local partners, and with a sharpened focus on data and analyses that will help assess progress and inform adjustments to sharpen strategies and activities.



# ACTION PLAN'S FIVE ACTION AREAS

Reflective of the perspectives provided through stakeholder conversations, this Action Plan is also deeply informed by the national [Framework for an Equitable COVID-19 Homelessness Response](#) and is structured into five (5) distinct but interrelated and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness.

## ACTION AREA 1

### **Strengthening Our Systems to Better Prevent and End Homelessness in California**



## ACTION AREA 2

### **Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**



## ACTION AREA 3

### **Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**



## ACTION AREA 4

### **Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**



## ACTION AREA 5

### **Preventing Californians from Experiencing the Crisis of Homelessness**





*Photo courtesy of The Danco Group*

## Action Plan's Objectives

The Action Plan identifies a total of fifteen (15) Objectives to be prioritized and pursued across the five (5) Action Areas, as described below. For each Objective, the Action Plan further details:

- Activities to be implemented to drive progress toward achievement of the Objectives
- The Lead Department or Departments responsible for implementing each Activity
- The Collaborating Departments deeply involved in implementing each Activity
- Timeframes for each Activity
- Performance Measurements that will be used to assess progress and impact, inclusive of process measures, output measures, and, when possible, outcome measures.

## Timeframe for this Action Plan: Fiscal Year 20-21 through Fiscal Year 22-23

This Action Plan identifies Objectives and Activities that cover the State's FY 20-21 through FY 22-23. It is not intended to be

inclusive of every strategic activity or investment that State agencies or the Council will undertake, but instead seeks to focus on the highest-priority strategies and efforts that will have the greatest impact.

The Action Plan includes efforts that have been implemented or are underway in current FY 20-21 in order to document current activities, to recognize significant and meaningful efforts under way, to align them within this Action Plan's Objectives, and to incorporate those Activities into the accountability mechanisms and measurement systems that the Council and HCFC staff will use to manage and monitor the implementation of this Action Plan.

The Council will update this Action Plan ahead of FY 22-23 to make any modifications to the Plan's Objectives and to identify more specific activities that will be implemented during FY 22-23.



## ACTION AREA 1

### Strengthening Our Systems to Better Prevent and End Homelessness in California

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#### ► Objective 1

Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.

#### ► Objective 2

Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.

#### ► Objective 3

Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through "mapping" and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.

#### ► Objective 4

Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.

#### ► Objective 5

Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.

#### ► Objective 6

Expand State communications efforts to create public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches.



## ACTION AREA 2

### Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

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#### ► Objective 7

Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.

#### ► Objective 8

Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.



## ACTION AREA 3

### Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing

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#### ► Objective 9

Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.

#### ► Objective 10

Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.



#### ACTION AREA 4

### Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

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#### ► Objective 11

Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.

#### ► Objective 12

Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

#### ► Objective 13

Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.



#### ACTION AREA 5

### Preventing Californians from Experiencing the Crisis of Homelessness

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#### ► Objective 14

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

#### ► Objective 15

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.



# KEY PRINCIPLES AND PRACTICES

## **Pursuing Racial Equity and Justice**

The historic – and very current – causes of racial injustice and inequities in housing and homelessness, and the racially disparate impacts of housing instability and homelessness, are clear, stark, and even deadly. HCFC and its member agencies are committed to deepening their knowledge and understanding of these issues, and to taking action through the implementation of this Action Plan, with a focus on racial justice and equity and the formation of an interagency Working Group focused on racial equity in housing and homelessness.

## **Creating Solutions for the Full Diversity of People Experiencing Homelessness**

The Objectives and Activities are designed to support progress toward preventing and ending homelessness for all people and populations, but HCFC also recognizes that strategies, activities, and programs must be trauma-informed and tailored to address the specific needs of people with different experiences and identities – including youth and young adults, families with children, adults, older adults, women, people who identify as LGBTQ+ or gender-non-conforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, and other people.

## **Seeking and Valuing the Expertise of People with Lived Experiences of Homelessness**

Effective and efficient systems, programs, and strategic decisions for preventing and ending homelessness are strengthened when they are deeply informed by and guided by people who have expertise that is grounded in lived experiences of homelessness. HCFC will strengthen its partnerships with people with lived expertise through the formation of a new Lived Experience Advisory Board, who will deeply inform the implementation of Activities throughout this Action Plan, and will also encourage and support communities to further center the voices of people with lived experiences of homelessness within their local planning, decision-making, and activities.

## **Aligning State Activities with Housing First Approaches**

While awareness, understanding, and implementation of Housing First approaches have expanded in recent years, a sustained focus on Housing First within communications, guidance, technical assistance and training, and the implementation of State programs is needed. The implementation of every element of this Action Plan will be based upon and help advance a focus on strengthened Housing First approaches, removing barriers to and fundamentally focused on ensuring people have access to permanent housing and the right level of services to support their success, as quickly as possible.

## **Balancing Crisis Response and Permanent Housing Solutions**

While recognizing permanent housing is the only true solution to homelessness, the thousands of Californians experiencing homelessness right now are facing urgent and dangerous crises every single day. HCFC and its member agencies will balance a focus on the immediate crisis needs of people experiencing homelessness, through supportive and non-punitive approaches, with efforts to create the necessary permanent housing options at the scale needed.

## **Shared Responsibility, Accountability, and Efficiency**

Creating the scale of solutions needed to prevent and end homelessness will require focused, aligned, sustained, and efficient long-term actions and investments across Federal, State, and local government, and that are supported by private partners. In the implementation of this Action Plan, HCFC will foster and rely upon increased coordination and shared responsibility and accountability across State departments and programs, and will work in close coordination with local communities, in order to create the solutions Californians experiencing homelessness need and support the greatest impact of financial resources and programs.



# FORMATION OF NEW WORKING GROUPS TO DRIVE ACTIONS AND PROGRESS

The execution of this Action Plan will be supported through the formation of five (5) Working Groups charged with implementing specific Activities, and with developing plans for additional Activities. Each are aligned with priorities identified by stakeholders and partners during the development of this plan. Some of these Working Groups may be relatively time-limited, while others may be sustained for longer terms or on an ongoing basis. The efforts of the first Working Groups to be formed (Working Groups 1, 2, and 3) will span across all Action Areas. The others (Working Groups 4 and 5) will focus on driving further progress in efforts most connected to Action Areas 1 and 5, respectively.

These Working Groups will actively involve external stakeholders and partners alongside State staff, either in advisory roles or as official members of the Working Groups. During the 4th Quarter of FY 20-21, HCFC staff will develop plans and processes for the formation of the first Working Groups and processes for recruiting and engaging external stakeholders with relevant areas of expertise, including people with expertise from lived experiences of homelessness. The information provided below identifies HCFC member departments who are expected to be represented on the Working Groups. Representatives will also be recruited from other relevant departments who are not currently on the Council.

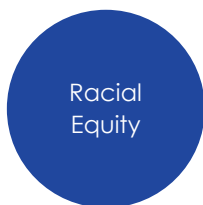
Each Working Group will be charged with addressing racial inequities and with tailoring solutions and strategies for different populations of people experiencing homelessness – such as youth and young adults, families with children, adults, older adults, women, people who identify as LGBTQ+ or gender-non-conforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, people transitioning out of corrections settings, and other people.

The Working Groups will develop priorities, implementation plans, and measures to guide their actions, and will assess the implementation and impacts of their efforts. Working Groups will regularly report back on their efforts and progress through the quarterly Council meetings.

The following five (5) Working Groups will be formed during FY 21-22 and FY 22-23.



Working Group 1



Working Group 2



Working Group 3



Working Group 4



Working Group 5

## 1. Maximizing Impact of State Funding and Programs on Homelessness Working Group

### State Funding and Programs Working Group

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*Comprised of State staff only, but informed by external stakeholders, and charged with:* identifying opportunities for streamlining deployment of State funding; improving access to funding and programs for organizations deeply engaged with historically marginalized communities, including Tribal communities; documenting and projecting the cumulative impact of State funding, programs, and initiatives on the creation or provision of housing opportunities for people exiting homelessness; creating clearer standards for the housing and services interventions to be supported by State funding and programs; collecting and analyzing data on current state funding, programs, and initiatives and assessing and strengthening their equity impacts; providing guidance regarding best uses of Federal, State, and local funding and regarding targeting and prioritization of people for access to housing opportunities; exploring feasibility of joint procurements that align essential housing and services resources; assessing and addressing challenges that smaller communities face in securing and implementing State funding; and identifying mechanisms for increasing access, and removing barriers to access, for people exiting homelessness to State-funded housing units and programs; and other priorities determined by the Working Group.

#### Participating Departments

HCFC, HCD, DSS, DHCS, CalOES, CDCR, CCC, Caltrans, and other Council departments with relevant funding programs

#### External Stakeholders and Partners

Stakeholders with expertise regarding financing homelessness and housing programs will be recruited to serve in advisory

capacity to the Working Group, which will be comprised of State staff.

#### Working Group Expected to Be Formed By

1st Quarter of FY 21-22

## 2. Racial Equity in Responses to Homelessness and Housing Instability Working Group

### Racial Equity Working Group

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*Including both State staff and external stakeholders, and charged with:* expanding the range of strategies and activities being implemented by State agencies; analyzing data and reporting across State programs to assess equity in access, housing interventions, services, and outcomes for Black, Indigenous, and people of color; refining procurement processes to ensure more equitable distribution of funds and reach into historically marginalized communities, including Tribal communities; engaging with State agencies' Offices of Equity and the Department of Fair Employment and Housing more fully; providing guidance to support communities in not implementing inequitable policies and practices, including criminalization measures and enforcement activities; and other strategies and activities to address inequities in homelessness and housing instability determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

All HCFC Member Departments

#### External Stakeholders and Partners

Stakeholders with expertise regarding addressing racial equity within efforts to prevent and end homelessness and to address housing instability will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

2<sup>nd</sup> Quarter of FY 21-22

### 3. Tailoring Strategies for Preventing and Ending Homelessness for Youth and Young Adults

#### Youth and Young Adults Working Group

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*Including both State staff and external stakeholders, and charged with:* complementing youth-focused efforts across the other Working Groups with a focus on: assessing the impact of State homelessness and housing programs in creating opportunities for youth and young adults; identifying and removing barriers to access to State-funded programs for youth-serving organizations; providing guidance regarding assessment processes, tools, and prioritization policies that appropriately address safety and other needs of youth and young adults appropriately; identifying strategies for preventing homelessness among youth with connections to child welfare, juvenile justice, and other systems; developing strategies to address the COVID-19 impacts on homeless and at-risk youth and young adults; and other priorities determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

HCFC, CalOES, DSS, CCC, CDE, HCD, DHCS, CDCR

#### External Stakeholders and Partners

Stakeholders with expertise regarding preventing and ending youth and young adult homelessness will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

3<sup>rd</sup> Quarter of FY 21-22

### 4. Strengthening Employment Opportunities and Outcomes for People with Experiences of Homelessness Working Group

#### Employment Working Group

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*Including both State staff and external stakeholders, and charged with:* identifying strong and promising practices, including services, training, and social enterprise models, and opportunities for more formal evaluation activities; supporting stronger focus on employment and income within homelessness response systems; exploring opportunities to better serve vulnerable and underserved populations under the Workforce Innovation and Opportunities Act regulations and programs; identifying strategies to address education and employment goals of youth experiencing homelessness; increasing focus on creating employment opportunities through State programs and funding; gathering information from local, state, and national partners that can support asset and wealth building; and other priorities determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

CDSS, HCD, CalOES, CDCR, Caltrans, CCC, and other State departments with relevant programs

#### External Stakeholders and Partners

Stakeholders with expertise regarding employment strategies for people experiencing homelessness and with barriers to employment will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

4<sup>th</sup> Quarter of FY 21-22

## 5. Preventing Homelessness Among People Transitioning Back into Communities from Corrections Settings Working Group

### Transitions/Re-Entry Working Group

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*Including both State staff and external stakeholders, and charged with:* strengthening efforts to prevent entries into homelessness for both youth and adults, including: identifying opportunities to scale up successful approaches identified through the Returning Home Well initiative; addressing the housing navigation needs of people exiting corrections settings; creating clearer expectations for discharge planning to support exits to stable living arrangements; strengthening coordinated handoffs from corrections and juvenile justice settings to transition services; reducing barriers to housing for people on parole/probation; analyzing data drawn from HDIS and other state, federal, and local data sources to better define barriers, inclusive of urban, suburban, and rural areas of state; and other priorities determined by the Working Group of State staff and external stakeholders.

### Participating Departments

HCFC, CDCR, DSS, DHCS

### External Stakeholders and Partners

Stakeholders with expertise regarding effectively supporting people to transition out of corrections settings will be recruited to serve on the Working Group, alongside State staff.

### Working Group Expected to Be Formed By

1st Quarter of FY 22-23





# HOMELESSNESS IN CALIFORNIA

The most recent estimates are that, on any given night, more than 151,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States, and including:

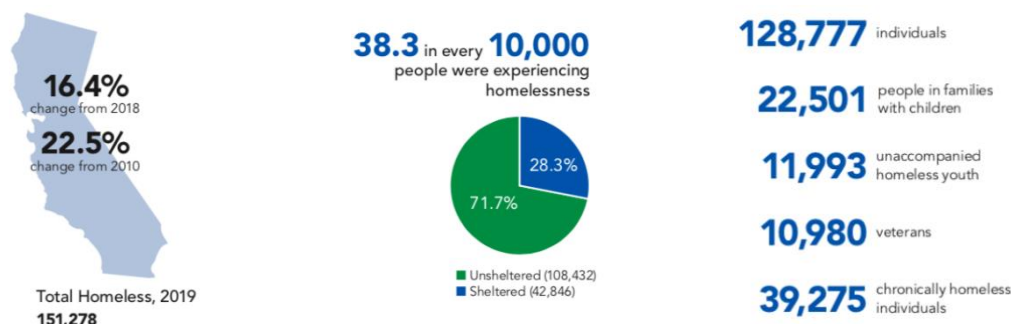
- Nearly 129,000 adult individuals
- More than 22,500 people in families with children
- Nearly 12,000 unaccompanied youth
- Nearly 11,000 Veterans
- And more than 39,000 chronically homeless individuals (people with disabilities with long-term and repeated patterns of homelessness)

Among California's homeless population, approximately 72% are unsheltered and 28% are sheltered. Unaccompanied youth have a higher rate of unsheltered homelessness than other populations, with about 8 in 10 of the nearly 12,000 homeless youth not having shelter on any given night across California. These staggering figures predate the current global economic and public health disasters which will deepen the crises experienced across the state.

Homelessness in California reflects stark racial inequities and the impacts of systemic racism. Predating our current crisis, the disproportionate negative impacts of system involvement in the criminal legal system, lack of quality and affordable health care, housing discrimination and the continued impacts of redlining policies, and a host of other socially-determined factors have had catastrophic impacts on Black, Indigenous, and people of color (BIPOC) in California. Black Californians make up about 7% of the state's population yet represent nearly one-third (29%) of the more than 151,000 people experiencing homelessness across the state.

The persistence of these racial inequities has been perpetuated by public policies that have actively worked to the disadvantage of BIPOC communities and require thorough analysis and urgent, innovative, and sustained actions to address, reduce, and eventually eliminate these disparities and achieve racial equity. Through this Action Plan, and through the formation of a new interagency, cross-sector Working Group described below, the Council and staff at HCFC are committed to centering a focus on racial equity and justice within data analyses, within training and technical assistance efforts, and within the implementation of State programs.

## 2019 Point-in-Time Counts



Source: The 2019 Annual Homeless Assessment Report (AHAR) to Congress, U.S. Department of Housing and Urban Development

# DEFINING AND MEASURING PROGRESS

As detailed below, this first-ever Action Plan for HCFC includes a strong commitment to accountability and performance measures, inclusive of Process Measures, Output Measures, and, when possible, Outcome Measures.

Simultaneous to the development of this Action Plan, HCFC staff have been developing the State's Homeless Data Integration System (HDIS) to securely collect, match, and de-duplicate records from local Homeless Management Information Systems (HMIS). HDIS will allow the State of California to access and compile standardized homelessness data collected by individual Continuums of Care (CoCs) in order to make data-driven policy decisions aimed at preventing and ending homelessness in California. Specifically, it will increase the State's ability to identify patterns of service usage across regions, specific sub-populations, and support broader efforts to identify racial and other inequalities among people experiencing homelessness.

HCFC will use data from HDIS, from the U.S. Department of Housing and Urban Development, and from the California Department of Education, to regularly analyze, review, report upon, and publicly share key measures (see next column) regarding homelessness in California, in order to assess the impact of Federal, State, and local efforts; document and analyze racial inequities; and refine this Plan's Objectives and Activities.

The number of **Californians experiencing sheltered and unsheltered homelessness at a point in time**, including Veterans, people experiencing chronic homelessness, families with children, adults, and unaccompanied youth.

The number of **Continuums of Care in California reporting increases versus decreases** in the number of people experiencing sheltered and unsheltered homelessness within annual Point-in-Time counts.

The number of **people spending time in emergency shelter and transitional housing in California annually**, including Veterans, people experiencing chronic homelessness, families with children, adults, and unaccompanied youth.

The number of **Californians experiencing homelessness for the first time each year.**

The number of **Californians successfully exiting homelessness each year.**

The number of **Californians returning to homelessness each year.**

The number of **children and youth experiencing homelessness at some point during the school year in California**, including students in families and unaccompanied students.

Comparison of **California's performance across these measures and data points to national and regional trends.**



# DEVELOPMENT OF THIS ACTION PLAN

Under the guidance and direction of the Council, and deeply informed by planning conversations with State staff and input discussions with external stakeholders, the development of this Action Plan has been led by HCFC staff and consultant Matthew Doherty, and the HCFC Council meetings have been used as critical milestones and decision points in its development. The planning process was initiated in July 2020, including surveying conversations with HCFC Council Members and the initiation of extensive external input conversations.



A special Council meeting was held in September 2020, focused on discussion of the Plan's Action Areas, in order to inform the development of the Plan's Objectives and Activities. The Plan's draft Objectives were adopted at the Council's October 2020 meeting, and the Council's December meeting focused on discussion of current and planned Activities across State agencies that are driving or will drive progress toward Plan Objectives, as well as potential priorities for additional State activities based on external stakeholder conversations and discussion with staff from State departments.

A draft of the Action Plan was discussed at a special meeting of the Council in February 2021, and revisions based upon that discussion, and based upon follow-up meetings with department staff, were incorporated into a final draft of the Action Plan which will be recommended for adoption at the Council's March 2021 meeting. **[Text will be updated before publication.]**

A list of organizations that have been represented within external stakeholder input conversations is included as **Appendix Exhibit B**, with regrets for any accidental omissions of organizations who participated in input discussions.



## OBJECTIVES, ACTIVITIES, TIMEFRAMES, AND PERFORMANCE MEASURES

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development and adoption of this Action Plan is a significant step forward for HCFC and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and to deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it cannot be prevented.

The tables on the following pages document this Action Plan's Objectives, planned Activities, Timeframes, and Performance Measures that will be used to assess the implementation of the Activities. Further, the departments with lead responsibility for implementing the Activities, their collaborating HCFC member departments, and other State departments that might be engaged into the Activities are clearly identified.

# Action Plan Objectives, Activities, Timeframes, & Performance Measures



**Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California**

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**Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**

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**Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**

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**Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**

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**Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness**

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## Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California

Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with lived expertise from experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education, employment, income, and assets; disaster preparedness and response; and communications and public awareness.

### ► Objective 1

Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.

### ► Objective 2

Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.

### ► Objective 3

Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.

### ► Objective 4

Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.

### ► Objective 5

Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.

### ► Objective 6

Expand State communications efforts to create public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Provide and coordinate Technical Assistance (TA) focused on racial equity to support equitable access and outcomes within State-funded programs, and to strengthen coordinated entry systems, prioritization policies, and targeting strategies in order to address disparities in access to services and resources.</b>	HCFC	HCD, DSS, and will also engage with SGC	TA initiated by 4th Quarter FY 20-21	<p><b>Process Measure:</b> Initiation of Technical Assistance in timely manner.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each TA engagement.</p>
<b>2. Incorporate a focus on racial equity data, analysis, and planned activities within applications for State homelessness and housing-focused funding (HHAP, ESG-CV, others), and analyze the data and information gathered in response.</b>	HCFC, via State Funding and Programs Working Group	HCD, DSS, CalOES, DHCS, CDCR	<p>Incorporated into funding applications beginning 2<sup>nd</sup> Quarter FY 20-21</p> <p>Analysis of initial data and information by 4<sup>th</sup> Quarter of 2021</p>	<p><b>Process Measure:</b> Annual documentation of homelessness and housing funding programs that have included focus on racial equity data, analysis, and planned activities.</p> <p><b>Process Measure:</b> Timely analysis of data and information gathered, provided to relevant Working Groups to inform planned strategies and activities.</p> <p><b>Outcome Measure:</b> Increase the number of State programs that are including a focus on racial equity data and strategies.</p>

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

<b>3. Provide guidance and education regarding requirements of AB 686: Housing discrimination: affirmatively further fair housing, and perform reviews of local governments' Housing Elements with a focus on addressing racial inequities and Affirmatively Furthering Fair Housing.</b>	HCD	DFEH, CalHFA	Revised technical guide to be issued by 4 <sup>th</sup> Quarter FY 20-21	<p><b>Output Measure:</b> 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.</p> <p><b>Output Measure:</b> 80% of jurisdictions contacted and provided with technical guide.</p>
<b>4. Provide technical assistance and training opportunities, and adapt program guidelines and guidance, to enhance Tribal Organizations' access to State homelessness and housing programs and resources.</b>	HCD, DSS	All HCFC Member Departments	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Adapt program guidelines and guidance in alignment with funding processes through FY 21-22.</p>	<p><b>Process Measure:</b> Documentation of updated program guidelines and NOFAs to reflect tribal access.</p> <p><b>Output Measures:</b> Number of tribal engagement and outreach efforts, and number of Tribal applications for funding.</p> <p><b>Outcome Measure:</b> Number of Tribes receiving awards of State homelessness and housing program funding.</p>
<b>5. Utilize the newly developed Homeless Data Integration System to support both Statewide and local analyses of data focused on documenting and understanding racial inequities in experiences of homelessness and provision of services, including the creation of a public dashboard documenting analyses.</b>	HCFC	All HCFC Member Departments	<p>Public Dashboard to be launched by 3<sup>rd</sup> Quarter of FY 20-21.</p> <p>Utilization of data ongoing throughout FYs 20-21, 21-22, and 22-23.</p>	<p><b>Process Measure:</b> Timely implementation of HDIS, performance of analyses, and creation of dashboard.</p> <p><b>Process Measure:</b> Documentation of how data regarding racial inequities are being used to inform State planning and activities.</p>



## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

<b>6. Expand efforts to ensure that developments funded through the Multifamily Housing Program and other State funding sources are also being developed in high-resource communities.</b>	HCD	CDLAC, TCAC	<p>Review of recently adopted regulation changes at both CDLAC and TCAC for opportunities to align Multifamily Housing Program (MHP) guidelines and leverage valuable state resources completed by 3<sup>rd</sup> Quarter of FY-20-21.</p> <p>Draft guidelines to be issued in 4th Quarter of FY 20-21.</p>	<p><b>Process Measure:</b> Timely completion of guidelines.</p>
ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
<b>7. Provide relevant training and skill-building opportunities, such as California's Capitol Collaborative on Race and Equity (CCORE) training, to State agency staff to enable staff to provide more expert advice and guidance to partners and communities.</b>	HCFC	All HCFC Member Departments and will also engage with SGC	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Documentation of training activities across HCFC member agencies and departments.</p> <p><b>Outcome Measures:</b> Determine if outcomes measuring the impact of training opportunities can be documented.</p>

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 2: Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Implement a Lived Experience Advisory Board to inform the considerations and decisions of the Homeless Coordinating and Financing Council and member departments.</b>	HCFC	All HCFC Member Departments	Board meets by 1 <sup>st</sup> Quarter of FY 21-22	<b>Process Measure:</b> Implementation of Board in timely manner and number of meetings held.
<b>2. Proactively engage local boards and committees of people with lived experience and expertise to provide input on the development of the HCFC Action Plan.</b>	HCFC	N/A	Input discussions held during 2 <sup>nd</sup> Quarter and 3 <sup>rd</sup> Quarter of FY 20-21	<b>Process Measure:</b> Documentation of input sessions held.
ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
<b>3. Provide guidance to local grantees regarding the eligible uses of State funds for costs associated with engaging people with lived experience and expertise into planning and decision-making processes, and also encourage local grantees to hire people with lived expertise into regular staff positions.</b>	HCFC via State Funding and Programs Working Group	DSS, HCD, CalOES, DHCS, others TBD	Report back to Council by 2 <sup>nd</sup> Quarter of FY 21-22	<b>Process Measure:</b> Timely convening of Working Group with focus on this Activity.  <b>Process Measure:</b> Documentation of guidance and trainings/support provided to local grantees.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 2: Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.**

<p><b>4. Incorporate questions regarding the involvement of people with lived experience and expertise into local planning and decision-making processes within applications for State homelessness and housing-focused funding (e.g., HHAP, ESG-CV, HSP) and analyze the information gathered in response.</b></p>	<p>HCFC, via State Funding and Programs Working Group</p>	<p>DSS, HCD, CalOES, DHCS others TBD</p>	<p>Incorporated into funding applications beginning 2<sup>nd</sup> Quarter FY 20-21</p> <p>Analysis of initial data and information by 4<sup>th</sup> Quarter of 2021</p>	<p><b>Output Measure:</b> Annual documentation of homelessness and housing funding programs that have included focus on involvement of people with lived experience and expertise into local planning and decision-making processes.</p> <p><b>Process Measure:</b> Timely analysis of data and information gathered in response and provided to relevant Working Groups to inform strategies and activities.</p>
<p><b>5. Identify and profile strong local examples, provide guidance to local organizations on how to: establish and manage effective processes; support knowledge and skill development of people participating in such processes; and effective surveying and input processes that complement formal structures.</b></p>	<p>HCFC</p>	<p>HCD, DSS, CalOES, DHCS</p>	<p>Disseminate guidance on a rolling basis, commencing Q2 of FY 21-22</p>	<p><b>Process measure:</b> Timely implementation of Lived Experience Advisory Board to support development of this guidance.</p> <p><b>Process Measure:</b> Timely dissemination of information gathered.</p>

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Support and strengthen expectation of joint CoC-County-City planning and coordination in awards and implementation of State homelessness funding.</b>	HCFC, via State Funding and Programs Working Group	HCD, DSS, DHCS, Caltrans, others TBD	HCFC review HHAP Round 2 applications to ensure meaningful coordination, by Q4 of FY 20-21.  Funding and Programs Working Group to report back on efforts to Council by 2nd Quarter of FY 21-22.	<b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.  <b>Process Measure:</b> Documentation of guidance and support provided to local communities.
<b>2. Provide technical assistance and guidance to grantees and partners in support of regional planning and strengthening of regional approaches to preventing and ending homelessness.</b>	HCFC	DSS, HCD	HCFC technical assistance to commence 1st Quarter of FY 21-22.	<b>Process Measure:</b> Initiation of technical assistance in timely manner.  <b>Output Measure:</b> Number of communities receiving technical assistance.  <b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each technical assistance engagement.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

<b>3. Utilize the Homeless Data Integration System to conduct analysis to support regional and cross-jurisdictional analyses, planning discussions, and decision-making.</b>	HCFC	DSS, HCD	Public Dashboard to be launched by 3rd Quarter of FY 20-21.  Utilization of data ongoing throughout FYs 20-21, 21-22, and 22-23.	<b>Process Measure:</b> Timely implementation of HDIS, performance of analyses, and creation of dashboard.  <b>Output Measure:</b> Number of regions supported through provision of HDIS analyses.
<b>4. Leverage HCD's role in reviewing and regulating Housing Elements, with HCFC's interagency scope, to deliver a new level of technical assistance on homelessness to cities and counties and, in collaboration with other State departments, develop an interagency guide on actions city governments can take to address homelessness.</b>	HCD	HCFC, CDSS, CalVet, DHCS, CDCR, and CalOES	Review of Housing Elements ongoing throughout FYs 20-20-21, 21-22, and 22-23.  Interagency guide to be developed during 2nd Quarter of FY 21-22.	<b>Output Measure:</b> 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.  <b>Process Measure:</b> Timely development and issuance of interagency guide.

## ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>5. Provide grants resources that support local and regional planning and initiatives through SB2 Planning Grants, Local Early Action Planning Grants, and Regional Early Action Planning Grants.</b>	HCD		Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Output Measure:</b> Number of grants awarded by end of FY 22-23, with target of approximately 1,027 grants
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## ACTION AREA 1

### STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

<b>6. Collaborate with the U.S. Department of Veterans Affairs to strengthen the cohesion among California’s VA Healthcare Systems’ homeless programs and State and local homelessness systems.</b>	CalVet	HCFC	To commence planning in Q1 of FY 21-22	<b>Outcome Measure:</b> Tracking various veteran homelessness recovery and recidivism metrics.  <b>Process Measure:</b> Develop regional processes and procedures for locating all veterans experiencing homelessness and connecting them to safe housing and wealth building opportunities.
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## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Strengthen the tracking and reporting of employment outcomes across State-funded homelessness and housing programs.</b>	HCFC via Employment Working Group	HCFC, DSS, HCD, Caltrans	Employment Working Group to report back to Council by 2 <sup>nd</sup> Quarter FY 22-23	<p><b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.</p> <p><b>Outcome Measure:</b> To be determined by Working Group.</p>
<b>2. Provide technical assistance to enhance capacity of local educational agencies (LEAs) to provide services and supports for students experiencing homelessness and housing instability to foster educational achievement and progression.</b>	CDE		Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Documenting TA offering provided.</p> <p><b>Output Measure:</b> Number of LEAs participating in TA opportunities.</p> <p><b>Outcome Measure:</b> Increased number of LEAs receiving TA.</p>
<b>3. Assess the impact of employment opportunities provided through Caltrans' Service Assistance Maintenance positions on hiring of people experiencing homelessness and access to promotional opportunities and career ladders.</b>	Caltrans	HCFC, CalVet, and in coordination with CalHR	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Document processes implemented to recruit and hire people experiencing homelessness into positions.</p> <p><b>Output Measure:</b> Number of people experiencing homelessness hired into positions.</p>

## ACTION AREA 1

### STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

<b>4. Collaborate with LEAs, state level educational partners, youth organizations and across divisions within the CDE to identify needs of students experiencing homelessness related to distance learning and develop strategies, resources, and tools to address those needs.</b>	CDE	HCFC	Materials and webinars developed and implemented throughout FY 20-21 and may extend into FY 21-22 depending upon needs	<b>Process Measure:</b> Documentation of materials developed and webinars implemented.
<b>5. Communicate and disseminate guidance to county offices of education (COEs), LEAs, and partnering agencies to strengthen support for students experiencing homelessness.</b>	CDE	HCFC	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance materials created/provided.
<b>6. Collaborate with LEAs, state level educational partners, youth organizations and across divisions within the CDE to identify needs of students experiencing homelessness related to distance learning and develop strategies, resources, and tools to address those needs.</b>	CDE	HCFC	Materials and webinars developed and implemented throughout FY 20-21 and may extend into FY 21-22 depending upon needs	<b>Process Measure:</b> Documentation of materials developed and webinars implemented.

## ACTION AREA 1

### STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

<b>7. Communicate and disseminate guidance to county offices of education (COEs), LEAs, and partnering agencies to strengthen support for students experiencing homelessness.</b>	CDE	HCFC	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance materials created/provided.
<b>8. Implement and evaluate the Homeless and Housing Insecurity Pilot (HHIP) Program, which provides housing services and support to homeless and housing insecure students.</b>	CCC		Ongoing throughout FYs 20-21, 21-22, and 22-23.  Colleges submit HHIP reports to Chancellor's Office at least annually.	<b>Process Measure:</b> Documentation of data collection regarding student homeless and housing insecurity  <b>Process Measure:</b> Submission of an annual legislative report about the HHIP Program, including scalability recommendations  <b>Output Measure:</b> Number of homeless or housing insecure students that received services and supports  <b>Outcome Measures:</b> Decrease barriers to academic success

## ACTION AREA 1

### STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

#### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>9. Implement the Returning Home Well initiative in partnership with philanthropic organizations, addressing the employment needs of people transitioning from corrections settings, including through the provision of stipends to support people's participation in employment services and through the leveraging of local workforce services and partnerships.</b>	CDCR	DSS, and in coordination with California Workforce Development Board and Department of Rehabilitation	Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs	<b>Outcome Measures:</b> Being developed and reported upon in partnership with MDRC.
<b>10. Monitor LEAs' implementation of the McKinney – Vento Homeless Assistance Act.</b>	CDE	HCFC	Implemented on an annual basis FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Monitoring of all LEAs via Consolidated Application and Reporting System and documentation of other monitoring processes with prioritized LEAs.  <b>Process Measure:</b> Review and analysis of High School Graduation rates.
<b>11. Participate in California Higher Education Basic Needs Alliance intersegmental workgroup with CSU and UC systems to advance basic needs security including addressing homelessness and housing insecurity for students to increase their success.</b>	CCC	HCFC	Ongoing in alignment with the legislative cycle	<b>Process Measure:</b> Documentation of engagement with stakeholders to review regulations, policies, and practices.  <b>Output Measure:</b> Guidance to basic needs programs in higher education including professional development; and recommendations for regulation, policy, and procedural change.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 5: Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Produce and disseminate the Listos California Disaster Guide for People Experiencing Homelessness.</b>	CalOES	BCSH, HCFC, DSS	Released in Q2 of FY 20-21	<b>Process Measure:</b> Documentation of dissemination strategies.
<b>2. Assess and document strong local- and state-level examples of local disaster preparedness and responses to recent emergencies, in order to develop stronger guidance and expectations regarding services and supports for people experiencing homelessness in disaster preparedness, response, and recovery efforts.</b>	HCFC	HCD, DSS, CalOES, Caltrans	Planning work initiated by 2 <sup>nd</sup> Quarter of FY 21-22	<b>Process Measure:</b> Document any guidance provided to date by end of 4 <sup>th</sup> Quarter of FY 21-22 and by end of FY 22-23.
<b>3. Identify opportunities to further embed a focus on people experiencing homelessness into emergency and disaster response efforts.</b>	HCFC	HCD, DSS, CalOES	Planning work initiated by 2 <sup>nd</sup> Quarter of FY 21-22	<b>Process Measure:</b> Document any changes in plans and/or implementation by end of 4 <sup>th</sup> Quarter of FY 21-22 and by end of FY 22-23.



## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 5: Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.**

### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>4. Explore models and feasibility of providing enhanced case management services of longer duration focused on post-disaster housing needs (i.e., "Regional Centers" model.)</b>	HCD	HCFC, CalOES, DSS	Recommendations prepared by 1 <sup>st</sup> Quarter of FY 22-23	<b>Process Measure:</b> Timely implementation of collaborative processes with other State departments and timely development of recommendations.
<b>5. Incorporate focus on eligibility of people experiencing homelessness for FEMA-funded assistance into federal advocacy efforts.</b>	HCFC	HCD, DSS, CalOES	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Document any efforts and outcomes by end of 4 <sup>th</sup> Quarter of FY 21-22 and by end of FY 22-23.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 6: Expand State communications efforts to create public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
1. <b>Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes, understand their housing options during COVID-19 and beyond, and to educate the public regarding the causes of homelessness, effective solutions, and State strategies and programs.</b>	BCSH	HCFC, HCD, and DFEH	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of homelessness-focused messaging and efforts implemented through the Housing is Key campaign.
2. <b>Provide homelessness-focused communications to local partners, including webinars, videos, tools, guidance, and other resources and materials, focused on Housing First implementation, strategic use of funding sources, and effective programs and practices.</b>	HCFC	All HCFC Member Departments	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Output Measure:</b> Annual compilation of communications activities implementation focused on these topics.

## ACTION AREA 1

# STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

**OBJECTIVE 6: Expand State communications efforts to create public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches.**

<b>3. Prepare public facing materials and articles based upon data and information drawn from the HDIS warehouse, to educate the public on challenges, activities, and implementation of programs and resources.</b>	HCFC	HCD, DSS	Utilize ongoing reports and dashboards as source throughout FYs 20-21, 21-22, and 22-23	<b>Output Measure:</b> Annual compilation of public-facing materials developed focused on these topics.
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## ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>4. Proactively analyze and develop educational materials that interpret and communicate key findings of national reports focused on homelessness and featuring California data, such as HUD's PIT count data and reporting.</b>	HCFC	HCD, DSS, DHCS	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Development of materials and dissemination plan; incorporate information into analysis and guidance.</p> <p><b>Output Measure:</b> Annual compilation of educational materials developed focused on these topics.</p>
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## **Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**

Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.

### ► **Objective 7**

Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.

### ► **Objective 8**

Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.

## ACTION AREA 2

# EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 7: Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Create, disseminate, and support implementation of clear and effective policies and procedures for addressing the needs of people currently staying in encampments, including on State-owned land.</b>	HCFC	Caltrans	Ongoing, beginning in Q1 of FY 21-22 and continuing through, FYs 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance materials, training activities.
<b>2. Continue to support COVID-19 focused adaptations to Whole Person Care (WPC) programs and services to better address the needs of unsheltered people during the pandemic and beyond.</b>	DHCS		Adaptations were retroactively approved starting January 1, 2020	<p><b>Process Measure:</b> COVID-19 Alternative Budget option for pilots to divert funds to WPC COVID-19 activities, including housing service expansions.</p> <p><b>Output Measure:</b> Expand outreach and engagement, housing navigation, and shelter-in-place services to homeless and COVID-19 target population. Report number of individuals in the COVID-19 target population and utilization of COVID-19 related services (includes housing services).</p>

## ACTION AREA 2

# EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 7: Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.**

<b>3. Create, disseminate, and support implementation of resources related to vaccination efforts for people experiencing unsheltered homelessness and outreach staff, including promoting eligible uses of State funding for such efforts.</b>	HCFC	DSS, HCD, and also engaging with CDPH	Ongoing, beginning in Q3 of FY 20-21	<b>Process Measure:</b> Documentation of guidance materials, training activities.
<b>4. Promote strong practices for identifying and engaging unsheltered young people into available services and supports.</b>	HCFC via Youth and Young Adults Working Group	HCFC, CalOES, DSS, HCD, CCC, CDE	Ongoing throughout FYs 20-21, 21-22, and 22-23.  Youth and Young Adults Working Group to report back to Council by end of 4 <sup>th</sup> Quarter of FY 21-22.	<b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.
<b>5. Work with community partners to document and assess the unique risks and vulnerabilities of unsheltered young adults and provide guidance on implications for assessments and coordinated entry systems.</b>	HCFC via Youth and Young Adults Working Group	HCFC, CalOES, DSS, HCD, CCC, CDE	Youth and Young Adults Working Group to report back to Council by end of 4 <sup>th</sup> Quarter of FY 21-22	<b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.



## ACTION AREA 2

### EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 7:** Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.

#### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>6. Provide guidance and support for the utilization of State funding to effectively address the health and safety needs of people experiencing unsheltered homelessness, including guidance regarding State funds that can be used for basic needs and protective measures, e.g., showers, hygiene supplies, sanitation services</b>	HCFC	HCD, DSS, DHCS	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance materials, training activities.
<b>7. Promote the eligible uses of State funding for employing specialized peer positions to better reach and engage people experiencing unsheltered homelessness into available services and supports.</b>	HCFC	HCD, DSS, DHCS	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance materials, training activities.

## ACTION AREA 2

# EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 8:** Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
1. Utilize new HDIS to begin Phase 2 of the system, featuring data-matching to other statewide data systems, with the intent to analyze the participation and access to benefits and services of people who are unsheltered within key State programs.	HCFC	To be determined during planning phase	To commence planning in Q1 of FY 21-22	<b>Process Measure:</b> Initiation of planning process in a timely manner.
2. Implement CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program through the Enhanced Care Management program and In Lieu of Services, including incentive funding, to better address the health and behavioral health care needs of people who are unsheltered.	DHCS		Implementation of Enhanced Care Management (ECM) begins on January 1, 2022, in counties currently providing WPC and HHP.	<p><b>Process Measure:</b> DHCS receives federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p><b>Process Measure:</b> Medi-Cal Managed care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.</p> <p><b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022, in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p>

## ACTION AREA 2

# EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 8: Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.**

			ECM will be available in all counties, and for all ECM target populations by January 1, 2023. Implementation of In Lieu of Services (ILOS) begins on January 1, 2022.	<b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.
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## ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>3. Continued operation of Whole Person Care (WPC) pilots and Health Homes Programs care coordination and housing services in 2021 to continue to strengthen access to health and behavioral health services for people who are unsheltered.</b>	DHCS		Health Homes Program (HHP) and Whole Person Care Pilots (WPC) continue to serve Medi-Cal members through December 2021.  In January 2022, Medi-Cal members in WPC and HHP will transition to ECM and ILOS.	<b>Process Measure:</b> Amend DHCS WPC pilot contracts to extend another year to allow continuation of WPC housing activities.  <b>Output Measure:</b> Continuation of tracking enrollment and utilization of WPC homeless/at-risk of homelessness beneficiaries.  <b>Outcome Measures:</b> 1) Percentage of homeless individuals who are permanently housed longer than six (6) consecutive months' experience of permanently housed. 2) Percentage of homeless who received housing services after being referred for housing services. 3) Percentage of homeless who received supportive housing after being referred for supportive housing.
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## ACTION AREA 2

# EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

**OBJECTIVE 8: Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.**

				<p><b>Process Measure:</b> DHCS continues monitoring access to HHP housing support services for HHP members who are experiencing homelessness or at risk of experiencing homelessness.</p> <p><b>Process Measure:</b> HHP and WPC continue to enroll Medi-Cal members and provide care coordination and housing support services through 2021.</p>
<p><b>4. Continue operation and enrollment of Community Services and Supports program housing services through County-level plans through Mental Health Services Act resources.</b></p>	DHCS	CalVet	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Finalize County data submission standards related to housing status – June 2021.</p> <p><b>Output Measure:</b> Review and analyze County Full Service Partnership data to determine the number of individuals enrolled in an FSP that are housed.</p>



### **Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**

Activities focused on expanding the supply of safe, housing-placement focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

#### **► Objective 9**

Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.

#### **► Objective 10**

Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.

### ACTION AREA 3

## EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Rapidly mobilize Homekey resources to support acquisition of sites by local partners, including sites planned for use as interim housing on a temporary or ongoing basis.</b>	HCD	HCFC	Acquisitions using initial funding completed by Q2 of FY 20-21.  Other timeframes TBD by Department.	<b>Outcome Measure:</b> Expand capacity of local communities to end homelessness through the creation of 1,300 additional interim housing beds.
<b>2. Implement a wide array of State and Federal funding that support the provision of safe, effective housing-placement focused sheltering and interim housing models for people experiencing homelessness, with identification of clear goals and targets for the number of shelter or interim housing opportunities to be supported through each program.</b>	HCD, HCFC, DSS, CalOES, CalVet, depending on funding source	Caltrans	Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.



### ACTION AREA 3

## EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

<b>3. Provide guidance and supports to sustain and strengthen the implementation of Project Roomkey non-congregate sheltering sites to address the health and safety needs of people experiencing homelessness during the COVID-19 pandemic, and identify and share lessons learned.</b>	DSS	HCFC, DHCS, CDPH	Implemented 3 <sup>rd</sup> Quarter, FY 19-20. Ongoing throughout FY 20-21.	<b>Outcome Measure:</b> Individuals served and occupancy data.
<b>4. Provide and promote guidance and technical assistance regarding modifications of land use, zoning, and other requirements for emergency shelters, navigation centers, and interim housing programs.</b>	HCD	HCFC	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of guidance and technical assistance activities.  <b>Outcome Measure:</b> Approximately 68% of jurisdictions with commitments to amend zoning for emergency shelter parking requirements, Low barrier navigation centers and by right permanent supportive housing.
<b>5. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to expand residential treatment and interim housing options, including recovery housing models and quarantine options during the pandemic, for people transitioning from corrections settings.</b>	CDCR	DSS	Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs	<b>Outcome Measure:</b> Increased community capacity to provide treatment and interim housing options to target population.

### ACTION AREA 3

## EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

<b>6. Provide technical assistance and guidance that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within sheltering and interim housing programs.</b>	HCFC	All HCFC Member Departments	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Documentation of guidance materials, training activities, and initiation of technical assistance in timely manner.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal TA engagement.</p>
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### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>7. Coordinate with local partners and national organizations to identify effective practices for providing safe and effective sheltering and interim housing options, and promote such practices within the implementation of State and Federal resources.</b>	HCFC	HCD, DSS	Initiate work in this area by 1st Quarter FY 21-22	<p><b>Process Measure:</b> Timely engagement with national and local partners.</p> <p><b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.</p>
<b>8. Provide guidance and coordination for VA Grant and Per Diem grantees to create synergy among veteran transitional housing and permanent supportive or affordable housing.</b>	CalVet		Initiate work in this area by Q1 of FY 21-22	<p><b>Output Measure:</b> Mapping statewide network of intervention options for veterans experiencing homelessness.</p>

### ACTION AREA 3

## EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

**OBJECTIVE 10: Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Utilize the Homeless Data Integration System to perform data-matching analyses to document and assess the participation and access to benefits and services of people staying in shelter and interim housing sites within key State programs.</b>	HCFC	To be determined and updated during planning phase	Utilization of data ongoing throughout FYs 21-22, and 22-23	<p><b>Process Measure:</b> Timely implementation of HDIS and performance of analyses.</p> <p><b>Output Measure:</b> Documentation of any resulting reports or documents.</p>
<b>2. Continued operation and enrollment of Whole Person Care pilots and Health Homes Programs in 2021 to continue to strengthen access to health and behavioral health services for people who are staying in shelter and interim housing sites. Enrolled Health Home and Whole Person Care members will be transitioned to Enhanced Care Management and In Lieu of Services care coordination and housing services, including incentive funding, in 2022.</b>	DHCS		<p>Health Homes Program (HHP) and Whole Person Care Pilots (WPC) continue to serve Medi-Cal members through December 2021.</p> <p>In January 2022, Medi-Cal members in WPC and HHP will transition to ECM and ILOS.</p>	<p><b>Process Measure:</b> Amend DHCS WPC pilot contracts to extend another year to allow continuation of WPC housing activities.</p> <p><b>Output Measure:</b> Continuation of tracking enrollment and utilization of WPC homeless/at-risk of homelessness beneficiaries.</p> <p><b>Outcome Measures:</b> 1) Percentage of homeless individuals who are permanently housed longer than six (6) consecutive months' experience of permanently housed. 2) Percentage of homeless who received housing services after being referred for housing services. 3) Percentage of homeless who received supportive housing after being referred for supportive housing.</p>

## ACTION AREA 3

# EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

**OBJECTIVE 10:** Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.

				<p><b>Process Measure:</b> DHCS continues monitoring access to HHP housing support services for HHP members who are experiencing homelessness or at risk of experiencing homelessness.</p> <p><b>Process Measure:</b> HHP and WPC continue to enroll Medi-Cal members and provide care coordination and housing support services through 2021.</p>
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## ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p><b>3. Develop and advance CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program through the Enhanced Care Management program and In Lieu of Services care coordination and housing services, including incentive funding, to better address the health care needs of people who are staying in shelter and interim housing sites.</b></p>	DHCS		<p>Implementation of Enhanced Care Management (ECM) begins on January 1, 2022, in counties currently providing WPC and HHP.</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023.</p> <p>Implementation of In Lieu of Services (ILOS) begins on January 1, 2022.</p>	<p><b>Process Measure:</b> DHCS receives federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p><b>Process Measure:</b> Medi-Cal Managed Care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.</p> <p><b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022, in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p>
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ACTION AREA 3

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 10: Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.**

				<b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS and measures to track members' progression.
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#### **Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**

Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.

##### **► Objective 11**

Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.

##### **► Objective 12**

Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

##### **► Objective 13**

Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.



## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Implement Project Roomkey and Rehousing Strategy funding and technical assistance to support the rehousing of people staying within Project Roomkey sites into permanent housing opportunities.</b>	DSS	HCFC, HCD	Technical assistance launched 3 <sup>rd</sup> Quarter of FY 20-21.	<b>Process Measure:</b> Documentation of technical assistance efforts related to rehousing out of Project Roomkey.
<b>2. Implement a wide array of State and Federal funding programs that support the rehousing of people experiencing homelessness into a diverse range of housing models, including models appropriate for youth and young adults, with identification of clear rehousing goals and targets for the implementation of each program.</b>	HCFC, DSS, HCD, CalOES, CDE, depending on funding source	Caltrans, CalVet	Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.

## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

<p><b>3. Develop and advance CalAIM proposals seeking to expand CalAIM's ability to support housing-related services through the Enhanced Care Management program and In Lieu of Services care management and housing services, including incentive funding, to assist people to access and stabilize in housing.</b></p>	<p>DHCS</p>	<p>TBD</p>	<p>Implementation of Enhanced Care Management (ECM) begins on January 1, 2022, in counties currently providing WPC and HHP.</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023. Implementation of In Lieu of Services (ILOS) begins on January 1, 2022.</p>	<p><b>Process Measure:</b> DHCS receives federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p><b>Process Measure:</b> Medi-Cal Managed care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.</p> <p><b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022, in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p> <p><b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.</p>
<p><b>4. Provide technical assistance, guidance, and training opportunities to strengthen the implementation of Housing First practices and the achievement of rehousing outcomes in the implementation of State and Federal resources.</b></p>	<p>HCFC</p>	<p>DSS, HCD</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal TA engagement.</p>

## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

<b>5. Assess and revise the current Housing First Checklist for State agencies, confirm alignment with Housing First requirements of relevant State programs, and providing guidance, training, and support to State departments who need to modify programs and policies to achieve alignment.</b>	HCFC	All HCFC Member Departments	One round completed prior to FY 20-21.  Next round to commence by Q3 FY 21-22.	<p><b>Process Measure:</b> Documentation of Housing First checklist and supporting documents provided to HCFC member agencies and departments.</p> <p><b>Outcome Measure:</b> Document State departments/programs improving alignment with Housing First expectations.</p>
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#### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>6. Enhance technical assistance for affordable housing providers on fair housing choice, including expanding educational efforts regarding non-discrimination based on source of income (SB 329), disability, criminal history, and other factors addressed by fair housing requirements.</b>	HCD	HCFC, CalHFA, TCAC, and other departments, and in consultation with the Department of Fair Employment and Housing	Interagency technical guide produced by 1 <sup>st</sup> Quarter of FY 22-23	<p><b>Process Measure:</b> Timely implementation of collaborative processes with other State departments and timely development of recommendations.</p>
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## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 12: Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Implement Homekey program to support rapid financing and development of permanent housing units.</b>	HCD	HCFC, DSS	Acquisitions using initial funding completed by Q2 of FY 20-21.  Other timeframes TBD by Department.	<b>Outcome Measure:</b> Expand capacity of local communities to end homelessness through the creation of 2,600 additional permanent supportive housing beds.
<b>2. Implement a wide array of other State and Federal funding programs that support expansion of affordable and supportive housing opportunities, with identification of clear unit production goals and targets for the implementation of each program.</b>	HCD, TCAC, HCFC, DSS, CalOES, CalVet, depending on funding source	Caltrans	Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.

## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 12: Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.**

#### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>3. Identify and implement efforts to better align policies and practices across State housing agencies and programs, while retaining significant focus on extremely low-income (ELI) households and housing for people exiting homelessness.</b>	BCSH	CalHFA, TCAC, HCD, CDLAC	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of key policy and practice improvements and changes.
<b>4. Accelerate selection of developers to create affordable and supportive housing on State-owned land.</b>	HCD	In coordination with DGS	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Output Measures:</b> During 2021, release 8-10 new excess state sites through developer solicitation, select developers for 6 sites released through 2020 solicitations, and 5 Requests for Proposals per calendar year.

## ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 13: Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Implement a wide array of State and Federal funding programs that support provision of various forms of rental assistance, with identification of clear goals and targets for the number of households to receive rental assistance through each program.</b>	HCD, CalHFA, TCAC, HCFC, CalOES, DSS depending on funding source		Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group determines timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.
ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
<b>2. Coordinate with local partners and national organizations to identify effective practices for rapid rehousing and for shallow rent subsidies, including in high-cost housing markets, and promote such practices within the implementation of State and Federal resources.</b>	HCFC	HCD, DSS	Initiate work in this area by 2 <sup>nd</sup> Quarter FY 22-23	<b>Process Measure:</b> Timely engagement with national and local partners.  <b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.



#### ACTION AREA 4

### EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

**OBJECTIVE 13: Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.**

<b>3. Prioritize increased rental assistance resources within State's federal advocacy.</b>	BCSH	CalHFA, HCD, DSS	Ongoing throughout FYs 20-21, 21-22	<b>Process Measure:</b> Documentation of new federal rental assistance resources that are directly aligned with State's advocacy efforts and priorities.
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### **Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness**

Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems and enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.

#### ► **Objective 14**

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

#### ► **Objective 15**

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14:** Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
1. Implement the Housing for Healthy California (HHC) program for individuals who are recipients of or eligible for health care provided through the Medi-Cal program, providing tenant-based rental assistance with supportive services or capitalized operating reserve to existing rental projects.	HCD	DHCS	<p>Direct assistance to tenants expected to begin by end of FY 20-21, continuing until funds are exhausted or end of FY 23-24.</p> <p>Capitalized operating reserve to be awarded to individual projects by end of FY 23-24.</p> <p>Commence collecting program data in June 2021 and analyzing program data June 2022</p>	<p><b>Process Measure:</b> Report summarizing program data submitted to legislature by January 2024.</p> <p><b>Output Measure:</b> Number of people who are chronically homeless, or homeless and high healthcare cost users, served by the program.</p> <p><b>Outcome Measure:</b> Reduction in emergency department visits and hospitalizations.</p>

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<b>2. Implement CalAIM proposals seeking to address needs of people exiting corrections settings through expedited enrollment in Medi-Cal.</b>	DHCS	CDCR	Implement Mandated County Inmate Pre-Release Application Process by January 1, 2023	<p><b>Process Measure:</b> Publication of All County Welfare Directors Letter which provides guidance to the Counties on policies and procedures for implementing the Mandated County Inmate Pre-Release Application Process.</p> <p><b>Outcome Measure:</b> Increase the Medi-Cal enrollment of individuals exiting the County Jail setting.</p> <p><b>Process Measure:</b> Publication of Information Notice to provide guidance to Counties on facilitated referral and linkage from incarceration; publication of All Plan Letter to provide guidance to MCPs on facilitated referral and linkage to behavioral health.</p>
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## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<b>3. Implement CalAIM to provide care coordination and housing services to people exiting corrections settings through Enhanced Care Management (ECM) and In Lieu of Services (ILOS).</b>	DHCS	CDCR, in coordination with CCHCS	ECM Justice involved population implemented by January 1, 2023	<p><b>Process Measure:</b> Integration of target population by all MCOs into Population Health Management Plans by January 1, 2023.</p> <p><b>Output Measure:</b> ECM enrollment of Medi-Cal members that meet Target Population criteria for Individuals Transitioning from Incarceration receive ECM services.</p> <p><b>Outcome Measure:</b> Measure metrics of ILOS utilization for housing services across counties for Members also enrolled in ECM target population for Individuals Transitioning from Incarceration.</p> <p>Reporting timelines to be determined.</p>
<b>4. Implement CalAIM to provide medically necessary recuperative care placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized.</b>	DHCS	DSS	ILOS implementation date of January 1, 2022	<p><b>Process Measure:</b> Documentation of informing and guidance materials and training (supportive of Housing First principles) delivered to MCOs.</p> <p><b>Output Measure:</b> Number of managed care organizations adopting Recuperative Care ILOS.</p> <p><b>Outcome Measure:</b> Measure metrics of ILOS utilization across counties.</p>

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<p><b>5. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to prevent experiences of homelessness for people transitioning from corrections setting by expanding residential treatment and interim housing options, including recovery housing models and quarantine options during the pandemic, and by addressing transportation needs to facilitate access to such options.</b></p>	<p>CDCR</p>	<p>DSS</p>	<p>Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs</p>	<p><b>Outcome Measure:</b> Increased community capacity to provide treatment and interim housing options to target population.</p>
<p><b>6. Provide support through the No Place Like Home program for the development of permanent supportive housing for persons who are in need of mental health services and are experiencing homelessness, chronic homelessness, or who are at risk of chronic homelessness.</b></p>	<p>HCD</p>		<p>Release final NOFA in 2<sup>nd</sup> Quarter of FY 21-22</p>	<p><b>Process Measure:</b> Timely implementation of NOFA.</p> <p><b>Output Measures:</b> Number of funding awardees and number of permanent supportive housing units supported.</p>

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

#### ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<b>7. Assess recommendations from the Council of State Government's Reducing Homelessness for People with Behavioral Health Needs Leaving Prisons and Jails report and identify priorities for actions to be taken in FYs 21-22 and 22-23.</b>	CDCR, via Council on Criminal Justice and Behavioral Health	HCFC, DSS, HCD, DHCS, and others	<p>Prioritized actions to be identified during 4<sup>th</sup> Quarter FY 20-21, activities implemented throughout FYs 21-22 and 22-23.</p> <p>Provide update report to Council regarding activities to be implemented by 2<sup>nd</sup> Quarter of FY 21-22.</p>	<p><b>Process Measure:</b> Prioritized actions identified and report to Council provided in timely manner.</p> <p>Additional measures to be developed based upon prioritized actions identified.</p>
<b>8. Utilize the Homeless Data Integration System (HDIS) to conduct analysis regarding people experiencing homelessness and their prior engagement with the homelessness response system to identify patterns of engagement and service utilization that can inform prevention and diversion strategies.</b>	HCFC	TBD	Commence analysis in Q2 of FY 21-22, ongoing thereafter	<p><b>Process Measure:</b> Timely implementation of HDIS, performance of analyses, and creation of dashboard.</p> <p><b>Output Measure:</b> Documentation of any resulting reports or documents.</p>



## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<b>9. Identify opportunities to assess and document information regarding housing status, housing instability, and homelessness among households participating in increased number of State and State-funded programs and systems.</b>	HCFC	All HCFC Member Departments	To commence planning in Q4 of FY 21-22	<b>Process Measure:</b> Initiation of planning process in a timely manner, further measures to be developed at that time.
<b>10. Continue to develop a long-term plan and strategy for improving health outcomes and the delivery of fully-integrated health care services for youth in foster care.</b>	DHCS, via Foster Care Model of Care Workgroup	DSS	Set of recommendations with an implementation plan by end of November 2021.	<b>Process Measure:</b> Timely development of set recommendations that can be incorporated to improve the quality of services for children and youth in the foster care system.
<b>11. Distribute funding and gather outcomes of the Housing Navigators Program and Transitional Housing Program for County Child Welfare Agencies.</b>	HCD	DSS	NOFA to be released in 2nd Quarter FY 21-22, funding permitting.	<b>Output Measures:</b> Number of people served, including those in foster care or probation system, and services provided.

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<b>1. Implement the Emergency Rental Assistance resources administered through the U.S. Department of the Treasury to provide financial assistance to households facing rental arrears and risks of eviction and/or homelessness.</b>	HCD	HCFC, DSS	Funding must be implemented before end of 2 <sup>nd</sup> Quarter FY 21-22	<b>Process Measure:</b> Align prioritization of funds as required, prioritizing households at or below 50% AMI, and up to 80% AMI or unemployed for 90 or more days. Provide equal or stronger prioritization by: A) deeper income targeting (i.e. 30% AMI and below); B) rent burden; C) qualified census tracts; D) property size (i.e. small landlords); E) other related factors consistent with this intent and need.
<b>2. Implement a wide array of State and Federal funding programs that support provision of various forms of diversion and prevention services, with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program.</b>	HCD, TCAC, HCFC, CalHFA, CalOES, DSS depending on funding program		Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group determines timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

<b>3. Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes or understand their housing options during COVID-19 and beyond.</b>	BCSH	HCFC, HCD, DFEH	Ongoing throughout FYs 20-21, 21-22, and 22-23	<b>Process Measure:</b> Documentation of homelessness prevention-focused messaging and efforts implemented through the Housing is Key campaign.
<b>4. Provide guidance to support schools to develop community collaborations and stronger referral systems with public, private, and faith-based partners that can help address housing instability and homelessness, and other service needs, among students and their families.</b>	CDE	HCFC	Webinar to be offered 4 <sup>th</sup> Quarter of FY 20-21; TBD for future FYs	<b>Process Measure:</b> Documentation of guidance provided.
<b>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</b>				
<b>5. Identify strategies to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the need for in home supports and access to licensed adult and senior care facilities.</b>	DSS	HCFC, HCD, DHCS, Department of Aging, CalVet	Ongoing	<b>Outcome Measure:</b> Advancement toward housing goals outlined in the Master Plan on Aging.

## ACTION AREA 5

### PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

<b>6. Partner with Federal and national organizations to identify stronger homelessness prevention, diversion, and targeting practices, and promote such practices within the implementation of State and Federal resources.</b>	HCFC	HCD, DSS, CalVet	Initiate efforts during 1 <sup>st</sup> Quarter of FY 21-22	<p><b>Process Measure:</b> Timely engagement with Federal and national partners.</p> <p><b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.</p>
<b>7. Provide technical assistance to strengthen and differentiate communities' homelessness prevention, diversion, and eviction prevention plans and practices, in order to increase access to such services.</b>	HCFC	HCD, DSS	Ongoing, beginning no later than Q4 of FY 21-22	<p><b>Process Measure:</b> Initiation of technical assistance in timely manner.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal technical assistance engagement.</p>

# APPENDIX

## Exhibit A. Statutory Requirements for the California Homeless Coordinating and Financing Council

*HCFC staff have projected activities within this Action Plan that are aligned with and will move its work towards meeting the statutory goals below. Subsequent progress reports regarding this Action Plan will include documentation of the extent of progress toward fulfilling those statutory requirements.*

### **Welfare and Institutions Code - WIC**

DIVISION 8. MISCELLANEOUS [8050 - 8261]

(Division 8 repealed and added by Stats. 1967, Ch. 1667. )

### **CHAPTER 6.5. Housing First and Coordinating Council [8255 - 8257]**

(Chapter 6.5 added by Stats. 2016, Ch. 847, Sec. 2. )

For purposes of this chapter:

(a) "Coordinating council" means the Homeless Coordinating and Financing Council established pursuant to Section 8257.

(b) "Core components of Housing First" means all of the following:

- (1) Tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services.
- (2) Applicants are not rejected on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of "housing readiness."
- (3) Acceptance of referrals directly from shelters, street outreach, drop-in centers, and other parts of crisis response systems frequented by vulnerable people experiencing homelessness.
- (4) Supportive services that emphasize engagement and problem solving over therapeutic goals and service plans that are highly tenant-driven without predetermined goals.
- (5) Participation in services or program compliance is not a condition of permanent housing tenancy.
- (6) Tenants have a lease and all the rights and responsibilities of tenancy, as outlined in California's Civil, Health and Safety, and Government codes.
- (7) The use of alcohol or drugs in and of itself, without other lease violations, is not a reason for eviction.

(8) In communities with coordinated assessment and entry systems, incentives for funding promote tenant selection plans for supportive housing that prioritize eligible tenants based on criteria other than "first-come-first-serve," including, but not limited to, the duration or chronicity of homelessness, vulnerability to early mortality, or high utilization of crisis services. Prioritization may include triage tools, developed through local data, to identify high-cost, high-need homeless residents.

(9) Case managers and service coordinators who are trained in and actively employ evidence-based practices for client engagement, including, but not limited to, motivational interviewing and client-centered counseling.

(10) Services are informed by a harm-reduction philosophy that recognizes drug and alcohol use and addiction as a part of tenants' lives, where tenants are engaged in nonjudgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices, as well as connected to evidence-based treatment if the tenant so chooses.

(11) The project and specific apartment may include special physical features that accommodate disabilities, reduce harm, and promote health and community and independence among tenants.

(c) "Homeless" has the same definition as that term is defined in Section 91.5 of Title 24 of the Code of Federal Regulations.

(d) (1) "Housing First" means the evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

(2) (A) "Housing First" includes time-limited rental or services assistance, so long as the housing and service provider assists the recipient in accessing permanent housing and in securing longer-term rental assistance, income assistance, or employment.

(B) For time-limited, supportive services programs serving homeless youth, programs should use a positive youth development model and be culturally competent to serve unaccompanied youth under 25 years of age. Providers should work with the youth to engage in family reunification efforts, where appropriate and when in the best interest of the youth. In the event of an eviction, programs shall make every effort, which shall be documented, to link tenants to other stable, safe, decent housing options. Exit to homelessness should be extremely rare, and only after a tenant refuses assistance with housing search, location, and move-in assistance.

(e) "State programs" means any programs a California state agency or department funds, implements, or administers for the purpose of providing housing or housing-based services to people experiencing homelessness or at risk of homelessness, with the exception of federally

funded programs with requirements inconsistent with this chapter or programs that fund emergency shelters.

*(Added by Stats. 2016, Ch. 847, Sec. 2. (SB 1380) Effective January 1, 2017.)*

8256.

(a) Agencies and departments administering state programs created on or after July 1, 2017, shall collaborate with the coordinating council to adopt guidelines and regulations to incorporate core components of Housing First.

(b) By July 1, 2019, except as otherwise provided in subdivision (c), agencies and departments administering state programs in existence prior to July 1, 2017, shall collaborate with the coordinating council to revise or adopt guidelines and regulations that incorporate the core components of Housing First, if the existing guidelines and regulations do not already incorporate the core components of Housing First.

(c) (1) An agency or department that administers programs that fund recovery housing shall comply with the requirements of subdivision (b) by July 1, 2022.

(2) Until July 1, 2022, an agency or department that administers programs that fund recovery housing shall additionally do all of the following:

(A) In coordination with the Homeless Coordinating and Financing Council, consult with the Legislature, the Business, Consumer Services, and Housing Agency, the federal Department of Housing and Urban Development, and other stakeholders between July 1, 2020, and January 1, 2022, to identify ways to improve the provision of housing to individuals who receive funding from that agency or department, consistent with the applicable requirements of state law.

(B) Comply with the core components of Housing First, other than those components described in paragraphs (5) to (7), inclusive, of subdivision (b) of Section 8255.

(C) Ensure that recovery housing programs meet the following requirements:

(i) A recovery housing program participant shall sign an agreement upon entry that outlines the roles and responsibilities of both the participant and the program administrator to ensure individuals are aware of actions that could result in removal from the recovery housing program.

(ii) If a recovery housing program participant chooses to stop living in a housing setting with an abstinence focus, is discharged from the program, or is evicted from housing, the program administrator shall offer assistance in accessing other housing and services options, including options operated with harm-reduction principles. To the extent practicable, this assistance shall include connecting the individual with alternative housing providers,



supportive services, and the local coordinated entry system, if applicable. This clause does not apply to an individual who leaves the program without notifying the program administrator.

(iii) The recovery housing program administrator shall track and report annually to the program's state funding source the housing outcome for each program participant who is discharged.

(3) For purposes of this subdivision, "recovery housing" means sober living facilities and programs that provide housing in an abstinence-focused and peer-supported community for people recovering from substance use issues. Participation is voluntary, unless that participation is pursuant to a court order or is a condition of release for individuals under the jurisdiction of a county probation department or the Department of Corrections and Rehabilitation.

*(Amended by Stats. 2020, Ch. 264, Sec. 28. (AB 107) Effective September 29, 2020.)*

8257.

(a) The Governor shall create a Homeless Coordinating and Financing Council.

(b) The council shall have all of the following goals:

(1) To oversee implementation of this chapter.

(2) To identify mainstream resources, benefits, and services that can be accessed to prevent and end homelessness in California.

(3) To create partnerships among state agencies and departments, local government agencies, participants in the United States Department of Housing and Urban Development's Continuum of Care Program, federal agencies, the United States Interagency Council on Homelessness, nonprofit entities working to end homelessness, homeless services providers, and the private sector, for the purpose of arriving at specific strategies to end homelessness.

(4) To promote systems integration to increase efficiency and effectiveness while focusing on designing systems to address the needs of people experiencing homelessness, including unaccompanied youth under 25 years of age.

(5) To coordinate existing funding and applications for competitive funding. Any action taken pursuant to this paragraph shall not restructure or change any existing allocations or allocation formulas.

(6) To make policy and procedural recommendations to legislators and other governmental entities.

(7) To identify and seek funding opportunities for state entities that have programs to end homelessness, including, but not limited to, federal and philanthropic funding opportunities, and to facilitate and coordinate those state entities' efforts to obtain that funding.

(8) To broker agreements between state agencies and departments and between state agencies and departments and local jurisdictions to align and coordinate resources, reduce administrative burdens of accessing existing resources, and foster common applications for services, operating, and capital funding.

(9) To serve as a statewide facilitator, coordinator, and policy development resource on ending homelessness in California.

(10) To report to the Governor, federal Cabinet members, and the Legislature on homelessness and work to reduce homelessness.

(11) To ensure accountability and results in meeting the strategies and goals of the council.

(12) To identify and implement strategies to fight homelessness in small communities and rural areas.

(13) To create a statewide data system or warehouse that collects local data through Homeless Management Information Systems, with the ultimate goal of matching data on homelessness to programs impacting homeless recipients of state programs, such as Medi-Cal (Chapter 7 (commencing with Section 14000) of Part 3 of Division 9) and CalWORKs (Chapter 2 (commencing with Section 11200) of Part 3 of Division 9).

(14) Setting goals to prevent and end homelessness among California's youth.

(15) Working to improve the safety, health, and welfare of young people experiencing homelessness in the state.

(16) Increasing system integration and coordinating efforts to prevent homelessness among youth who are currently or formerly involved in the child welfare system or the juvenile justice system.

(17) Leading efforts to coordinate a spectrum of funding, policy, and practice efforts related to young people experiencing homelessness.

(18) Identifying best practices to ensure homeless minors who may have experienced maltreatment, as described in Section 300, are appropriately referred to, or have the ability to self-refer to, the child welfare system.

(c) (1) The Governor shall appoint up to 19 members of the council as follows:

(A) The Secretary of Business, Consumer Services, and Housing, or the secretary's designee, who shall serve as chair of the council.

(B) A representative from the Department of Transportation.

(C) A representative from the Department of Housing and Community Development.

(D) A representative of the State Department of Social Services.

(E) A representative of the California Housing Finance Agency.

(F) A representative of the State Department of Health Care Services.

(G) A representative of the Department of Veterans Affairs.

- (H) A representative of the Department of Corrections and Rehabilitation.
- (I) A representative from the California Tax Credit Allocation Committee in the Treasurer's office.
- (J) A representative of the Victim Services Program within the Division of Grants Management within the Office of Emergency Services.
- (K) A representative from the State Department of Education.
- (L) A representative of the state public higher education system who shall be from one of the following:
  - (i) The California Community Colleges.
  - (ii) The University of California.
  - (iii) The California State University.
- (M) A formerly homeless person who lives in California.
- (N) A formerly homeless youth who lives in California.
- (O) Two representatives of local agencies or organizations that participate in the United States Department of Housing and Urban Development's Continuum of Care Program.
- (P) State advocates or other members of the public or state agencies, at the Governor's discretion.

(2) The Senate Committee on Rules and the Speaker of the Assembly shall each appoint one member to the council from two different stakeholder organizations.

(3) The council may, at its discretion, invite stakeholders, individuals who have experienced homelessness, members of philanthropic communities, and experts to participate in meetings or provide information to the council.

(d) The council shall hold public meetings at least once every quarter.

(e) The members of the council shall serve at the pleasure of the appointing authority.

(f) Within existing funding, the council may establish working groups, task forces, or other structures from within its membership or with outside members to assist it in its work. Working groups, task forces, or other structures established by the council shall determine their own meeting schedules.

(g) The members of the council shall serve without compensation, except that members of the council who are, or have been, homeless may receive reimbursement for travel, per diem, or other expenses.

(h) The Business, Consumer Services, and Housing Agency shall provide staff for the council.

(i) The members of the council may enter into memoranda of understanding with other members of the council to achieve the goals set forth in this chapter, as necessary, in order to facilitate communication and cooperation between the entities the members of the council represent.

(j) There shall be an executive director of the council under the direction of the Secretary of Business, Consumer Services, and Housing.

(k) The council shall be under the direction of the executive director and staffed by employees of the Business, Consumer Services, and Housing Agency.

*(Amended by Stats. 2019, Ch. 345, Sec. 1.5. (SB 687) Effective January 1, 2020.)*

## Exhibit B. Organizations Represented within Stakeholder Input Conversations

To date, representatives from the following organizations have had the opportunity to participate in at least one input conversation, with regrets for any accidental omissions of organizations:

All Home	Destination: Home
California Coalition for Youth	Empower Tehama
California Community Colleges	Family Violence Law Center
California Department of Corrections and Rehabilitation	Health Care for the Homeless Program
California Department of Education	Homebase
California Department of Health Care Services	Homeless Youth Forum of Los Angeles
California Department of Housing and Community Development	Housing California
California Department of Social Services	John Burton Advocates for Youth
California Department of Transportation	Kings/Tulare Homeless Alliance
California Department of Veterans Affairs	Larkin Street Youth Services
California Governor's Office	Lewis Advocacy
California Governor's Office of Emergency Services	Los Angeles County Supervisor's Office
California Health and Human Services Agency	Los Angeles Homeless Services Authority
California Health Care Foundation	Los Angeles Lived Experience Advisory Board
California Housing Finance Agency	Marjaree Mason Center
California Partnership to End Domestic Violence	National Alliance to End Homelessness
California State Legislature	National Harm Reduction Coalition
City of Berkeley	Northern California CoCs that Serve Rural Areas Peer-to-Peer Group
City of Fairfield Police Department	Office of House Speaker Nancy Pelosi
City of Los Angeles	PATH Ventures
City of Oakland	San Diego Regional Task Force on the Homeless
City of Oxnard	San Diego Youth Advisory Board
City of Riverside	San Jose/Santa Clara Lived Experience Advisory Board
City of Sacramento	Southern California and Neighboring CoCs Alliance
City of San Francisco	Turning Point of Central California
CityTeam	U.S. Interagency Council on Homelessness
Council on Criminal Justice and Behavioral Health	UC Berkeley
Corporation for Supportive Housing	UC Berkeley Youth Policy Group
	Ventura County Executive Office

## Exhibit C. List of Acronyms and Meanings Used Within Action Plan

AB	Assembly Bill
AH	Affordable Housing
BCSH	California Business, Consumer Services and Housing Agency
CalAIM	California Advancing and Innovating Medi-Cal
CalHFA	California Housing Finance Agency
CalOES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CalWORKS	California Work Opportunity and Responsibility to Kids
CCC	California Community Colleges
CCHCS	California Correctional Health Care Services
CCORE	Capitol Collaborative on Race and Equity
CDCR	California Department of Corrections and Rehabilitation
CDE	California Department of Education
CoC	Continuum of Care
DGS	California Department of General Services
DHCS	California Department of Health Care Services
DRE	California Department of Real Estate
DSS	California Department of Social Services
ELI	Extremely Low-Income
ESG	Emergency Solutions Grants Program
ESG-CV	Emergency Solutions Grants Program–Coronavirus
FEMA	Federal Emergency Management Agency
HCD	California Department of Housing and Community Development
HCFC	California Homeless Coordinating and Financing Council
HDIS	Homeless Data Integration System
HEAP	Homeless Emergency Aid Program
HHAP	Homeless Housing, Assistance and Prevention Program
HMIS	Homeless Management Information System
HSP	Housing Support Program
HUD	U.S. Department of Housing and Urban Development
MHP	Multifamily Housing Program
OES	Office of Emergency Services
RRH	Rapid Rehousing
SB	Senate Bill
TA	Technical Assistance
TCAC	California Tax Credit Allocation Committee

Note: Logos from all state departments represented on the Council will be added prior to publication.