



HPAC TECHNICAL SUBCOMMITTEE MEETING AGENDA

Thursday, October 24th, 2019, 9:00-11:00 am
Yolo County HHSA – Bauer Building – Ross Room

Tasks:	Time:
1. Introductions	9:00-9:05
2. Yolo County Plan to Address Homelessness	9:05-9:25
3. TAC Recommendations – Action Items from HPAC General Meeting	9:25-10:25
4. Policy and Procedure Revisions	
• Standardized Project Selection Process	10:25-10:55
• Appeals Process	
5. Closing and Next Steps	
• Next meeting- November 21 st – West Sacramento – Civic Center Galleria – Room 157	10:55-11:00



Yolo County Plan to Address Homelessness

January 2019

Abstract

An analysis of the current status of homelessness countywide, with next steps to assist community partners and stakeholders in implementing proposed solutions, in compliance with required criteria for county homeless plans for the No Place Like Home (NPLH) Program.

Yolo County Health and Human Services Agency

January 2019

Yolo County Plan to Address Homelessness

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I. Executive Summary Letter

January 2019

Dear Friends,

Like many communities across California, Yolo County is experiencing a homelessness crisis. In 2017, the Point-in-Time (PIT) Count in Yolo County identified 459 people as experiencing homelessness, 209 of whom were experiencing unsheltered homelessness. Utilizing new state funding while identifying opportunities to pursue new resources to support the County's homelessness system of care will be critical in order to address the housing and health needs of those experiencing and at-risk of homelessness.

This County Homelessness Plan (the Plan) was developed out of the opportunity provided by the No Place Like Home (NPLH) Program. The plan provides an overview of the current state of homelessness in the County and highlights a set of solutions that County and City Leadership, in coordination with community homelessness partners, can utilize in the next three years to improve and expand the homelessness system of care in Yolo. This plan was developed around the strategies highlighted in One at a Time: Preventing and Ending Homelessness for Yolo County Residents, the 2017 revised version of the County's General and Strategic 10-year Plan to Address Homelessness. As we conclude the original timespan envisioned in the 10-Year Plan to end homelessness, cities and counties should examine the best governance structure to maximize collaboration and competitiveness for State and Federal funds and how to successfully achieve the goals within the Plan.

Through a set of stakeholder interviews, consumer focus group, and community meetings the community identified four key issue areas to focus on in developing solutions and action steps to improve the homelessness system of care and ultimately improve housing and health outcomes for participants, encouraging greater self-sufficiency. The solutions focus on:

- Strengthening the homeless crisis response system with an emphasis on developing prevention services.
- Increasing affordable housing options for the most vulnerable.
- Stabilizing and maintaining physical and behavioral health for those with the highest needs.
- Examining systems-level coordination and identifying opportunities for improved partnership.

Within each of these areas, the County alongside city and community partners will focus on implementing a set of strategies and action steps across the County to ensure that those at-risk of or experiencing homelessness are able to access services, connect with housing, and find support in a comprehensive, coordinated system of care. For each goal, these strategies include:

Goal #1: Strengthen the Homeless Crisis Response System, Developing Prevention Services

- **Strategy 1.A:** Map the homeless crisis response system and prevention resources available.
- **Strategy 1.B:** Leverage new state funding sources to invest in prevention and crisis response services.

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- **Strategy 1.C:** Develop and pilot an early identification tool to assess those in need of prevention services.

Goal #2: Increase Affordable Housing Options for the Most Vulnerable

- **Strategy 2.A:** Invest in alternative housing models to more efficiently develop affordable housing.
- **Strategy 2.B:** Create public-facing resource materials that outline the benefits of affordable housing development.
- **Strategy 2.C:** Explore options for a local funding source for affordable housing development.

Goal #3: Stabilize and Maintain Physical and Behavioral Health for Those with the Highest Needs

- **Strategy 3.A:** Increase access to mobile and co-located health services.
- **Strategy 3.B:** Improve connections between health and housing efforts.

Goal #4: Examine Systems Level Coordination, Identifying Opportunities for Improved Partnership

- **Strategy 4.A:** Leverage the Continuum of Care structure to strengthen coordination and partnerships.

This plan and the proposed set of goals, strategies, and action steps, detailed in full starting on page 20, is meant to be used by the community in coordination with existing County and city homelessness plans and offers a workplan (Appendix B) for how to take action over the next three years. By working to address homelessness through these concrete strategies and action steps, Yolo County can make strides in strengthening services and improving coordination. Taking the actions outlined in this plan will strengthen the County's entire homeless system of care, improving the lives of those it serves.

Sincerely,



Patrick S. Blacklock
County Administrator

II. Introduction

Sparked by the opportunity presented through the NPLH Program, this Plan was developed through a multi-phased, collaborative community process. The process began with a Launch Summit held on November 13th, 2018, where community stakeholders and representatives were invited to participate in a discussion regarding:

1. The need to develop a county plan that included current information on the status of unsheltered and sheltered homelessness in Yolo County;
2. The efforts and initiatives being implemented to address the issue;
3. Progress to date;
4. Solutions of priority identified by the community; and
5. The need to include specific additional criteria to comply with the requirements of NPLH as outlined in the NPLH Program Guidelines.¹

Yolo County Health and Human Services Agency (HHS) partnered with HomeBase to facilitate the Launch Summit, three Issue Summits, and a consumer focus group, conduct an Environmental Scan to solicit specific feedback from key stakeholders, and prepare the final Plan. Topics for the Issue Summits were informed by the Launch Summit, where participants utilized the 2017 update to the 10-Year Plan to End Homelessness, conducted by Yolo County Housing, to identify three objectives of priority. The Issue Summits were held in the cities of Davis, West Sacramento, and Woodland, between December 4-5, 2018, to further discuss strategies and action steps to achieve the objectives identified for priority, which are outlined in detail in the section of the Plan devoted to “Solutions to Homelessness in Yolo County.” To see a complete list of those who provided input in the development of this Plan please see Appendix A.

III. Homelessness in Yolo County

In alignment with the recently issued Yolo County HHS Homeless Services State Fiscal Year (SFY) 17/18 Year End Report,² the below “snapshot” of homelessness countywide in Yolo is comprised of data collected in partnership with local jurisdictions through the annual PIT Count, the Housing Inventory Count (HIC), and via the Yolo County Homeless Management Information System (HMIS). This snapshot provides data on the current population of persons experiencing homelessness in Yolo, parsed out into demographics of significance. Additionally, data was also collected specifically to reflect the population of persons experiencing homelessness with serious mental illness or co-occurring disorders, to meet the criteria of the No Place Like Home program requirements.

A. 2017 Point-in-Time Count

The 2017 Yolo County PIT Count was conducted on January 23, 2017, by the Yolo County Continuum of Care (CoC), referred to as the Homeless and Poverty Action Coalition (HPAC).³ The count is mandated by the U.S Department of Housing and Urban Development (HUD), which requires all

¹ NPLH Program Guidelines; <http://www.hcd.ca.gov/grants-funding/active-funding/docs/NPLHGuidelines082519-v1.pdf>

² Yolo County Homeless Services Update FY 17/18: Fiscal Year 2017-2018 Year End Report; November 9, 2018; <https://www.yolocounty.org/home/showdocument?id=55903>

³ 2017 Yolo County Homeless Count Report; <https://www.yolocounty.org/home/showdocument?id=41677>, page 1.

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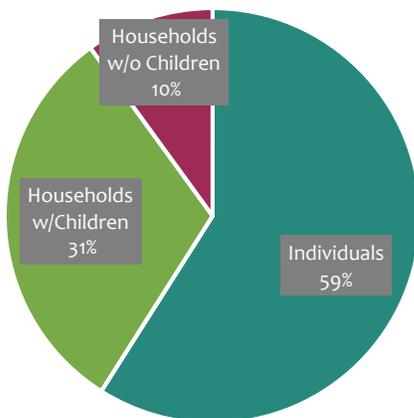
communities that receive grant funding from HUD for addressing homelessness to conduct an annual count of people experiencing sheltered homelessness and a biannual count of people experiencing unsheltered homelessness within the boundaries of the CoC geographic region on a single night in January.⁴ According to the 2017 Yolo County Homeless Count Report, the PIT count identified a total of **459** persons experiencing homelessness on a single night countywide. Of that number, **209** persons were unsheltered.

i. Demographics of Persons Experiencing Homelessness

Household Status

Of the 459 persons experiencing homelessness identified in 2017, **270 (59%)** were **single individuals**, while **143 (31%)** adults were in **households with children**, and **46 (10%)** adults were in **households without children**.⁶

Household Status



Sheltered vs. Unsheltered ⁵		
	Sheltered	Unsheltered
Individuals	40.7%	59.3%
Households w/o Children	4.3%	95.7%
Households w/ Children	96.5%	3.5%

Age

Of the total number of persons experiencing homelessness identified in the PIT Count, **272 (59%)** were between the ages of **25-54**, while **79 (17%)** were adults **aged 54 and over**; **22 (5%)** were **Transitional Aged Youth (TAY)** between the ages of **18-24**, and **86 (19%)** were **youth aged 0 to 17 years old**. Of the **Transitional Aged Youth (18-24)**, **18 (67%)** were **unaccompanied** by an adult over age 25, while only **2 (2%)** of **youth aged 17 and younger**, were unaccompanied.⁷

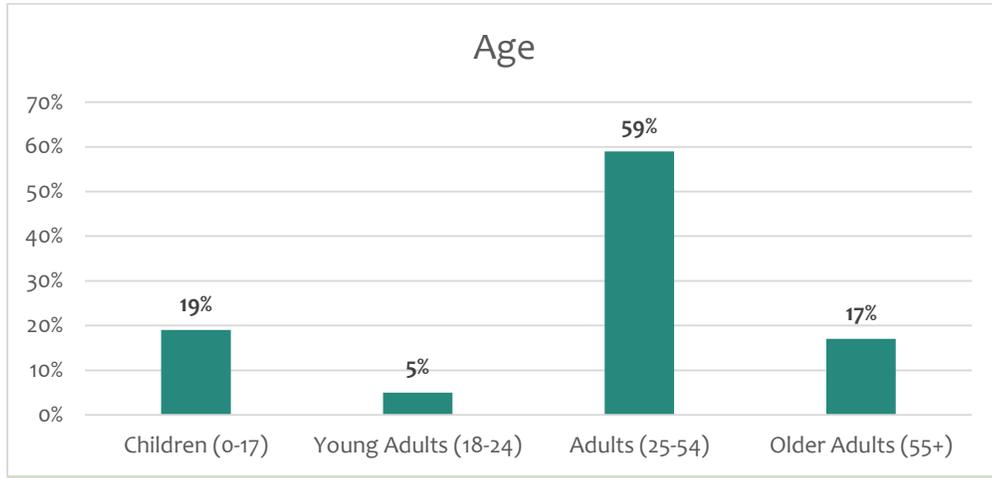
⁴ 2017 Yolo County Homeless Count Report; page 7.

⁵ 2017 Yolo County Homeless Count Report; page 2.

⁶ 2017 Yolo County Homeless Count Report; page 13, "Appendix B: Household Status."

⁷ 2017 Yolo County Homeless Count Report; page 12, "Appendix B: Age."

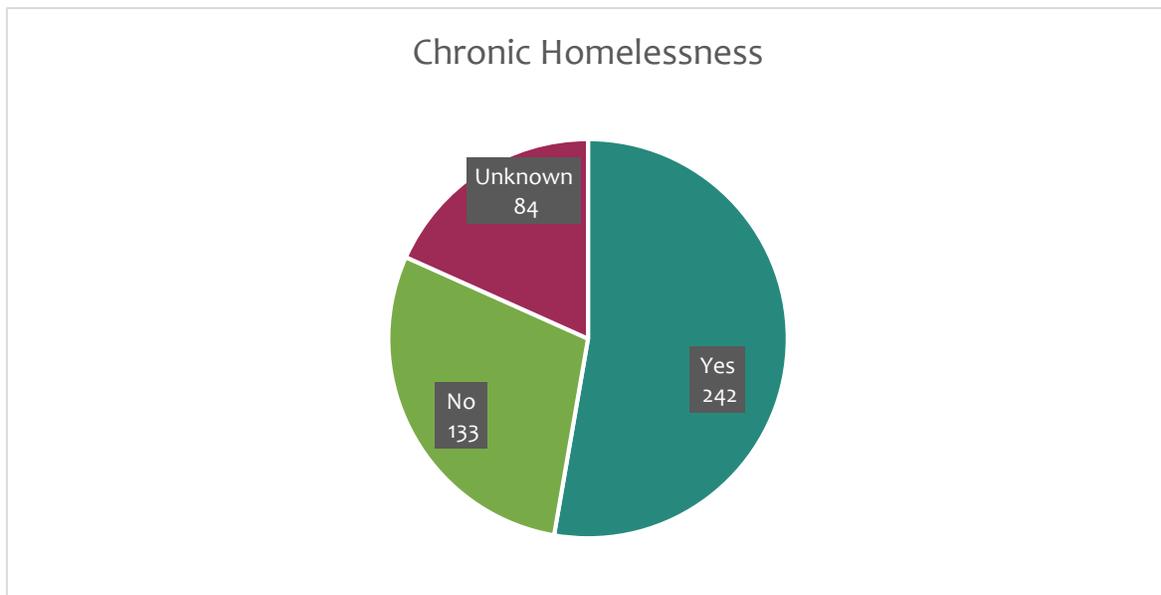
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Of the children, 2% (2) were unaccompanied by an adult. Of the young adults, 67% (18) were unaccompanied by an adult over age 25.

Chronic Homelessness

242 (53%) persons identified during the PIT Count were identified as experiencing **chronic homelessness**.⁸ Per the final rule on Chronic Homelessness, HUD considers a person to be chronically homeless where that person is an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least 1 year or on at least four separate occasions in the past 3 years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, developmental disability, posttraumatic stress disorder, cognitive impairment(s) resulting from a brain injury, or chronic physical illness or disability.⁹



⁸ 2017 Yolo County Homeless Count Report; page 18, "Appendix B: Chronic Homelessness."

⁹ Section 401(2) of the McKinney-Vento Homeless Assistance Act, 42 U.S.C. 11360

B. Persons Experiencing Homelessness with SMI, SED, & Co-Occurring Disorders

On the night of the 2017 Point-In-Time Count, of the total number of persons experiencing homelessness identified countywide, **114 (25%)** were experiencing serious mental illness (SMI); of those 114 persons, **42 (37%)** were sheltered, while **72 (63%)** were unsheltered.¹⁰ This is consistent with data from the Yolo County Homeless Management Information System (HMIS) for the last day of Federal Fiscal Year (FFY) 16/17. The Yolo County HMIS includes not only information on the number of people experiencing homelessness (as captured by the PIT Count), but also information on the number of persons formerly homeless and now housed through subsidized housing programs or participating in homeless prevention programs. In both cases, we see between 23-25% have self-reported serious mental illness.

According to Yolo County HMIS data, on September 30, 2017, the following numbers of “active”¹¹ adult participants were reported in Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), Transitional Housing (TH), Shelter, Places Not Fit for Human Habitation, and in unstably housed situations (signaling participants were “At Risk” of homelessness):

Location	Serious Mental Illness (SMI) (Only)	Co-Occurring Disorders (COD)	Total of SMI and COD	Total of all Active Participants
PSH	9	21	30	114
RRH	1	0	1	46
TH	1	0	1	12
Shelter	5	5	10	77
At Risk	3	0	3	37
Place Not Fit	32	58	90	275
			135 (24%)	561

While information on the current **estimate of children and adolescents experiencing homelessness concurrently with Serious Emotional Disturbance (SED)** is not being tracked in a way that is consistent with the definition used by the Mental Health Services Act (WIC Section 5600.3)¹², a portion of the estimated 489 homeless youth enrolled in Yolo County schools receive special education supports for Emotional Disturbance.¹³ An emerging strategy identified by community partners and stakeholders has been to further enhance and coordinate the data that is being collected through the Yolo County HHSA Child, Youth & Family Branch as well as the Yolo County Office of Education via the school districts of the various jurisdictions.

¹⁰ 2017 Yolo County Homeless Count Report; page 20, “Appendix B: Serious Mental Illness.”

¹¹ Yolo County HMIS data report for persons with serious mental illness and co-occurring disorders, for the date of September 30, 2017; The report is generated off of a By-Name List, which provides information on individuals in permanent housing, rapid rehousing, transitional housing, emergency shelter, those at-risk of experiencing homelessness, and those who are experiencing unsheltered homelessness. Data related to unsheltered individuals includes those participating in programs serving individuals living homeless and those whose last exit from a project was to a destination considered unfit for human habitation.

¹² Seriously Emotionally Disturbed children or adolescents, defined as: Minors under the age of 18 years who have a mental disorder as identified in the most recent edition of the DSM, other than a primary substance use disorder or developmental disorder and, (1) The minor has substantial impairment in at least two of the following areas: self-care, school functioning, family relationships, or ability to function in the community, or (2) The child displays one of the following: psychotic features, risk of suicide or risk of violence due to a mental disorder.

¹³ Information provided by the Yolo County Office of Education; estimate current as of November 20, 2018.

IV. The Homeless System of Care in Yolo County

The Yolo County homeless system of care provides housing assistance for Yolo County residents as well as a robust range of services for persons experiencing homelessness; resources include emergency shelter, transitional housing, rapid rehousing, permanent supportive housing, homeless outreach, as well as housing case management and housing navigation.¹⁴ The system of care is led by decision and policymakers, including the following:

- Yolo County Board of Supervisors,
- City Councils of the cities of Davis, West Sacramento, Winters, and Woodland,
- Local non-profit boards, as well as the Yolo County Housing Authority (Yolo County Housing), and developer boards.

Local initiatives to prevent and end homelessness in Yolo are spearheaded by three main collaborative groups:

- the 10-Year Plan to End Homelessness Executive Commission (staffed by Yolo County Housing),
- the Cities and County Workgroup (composed of city managers from the above jurisdictions, the County Administrator, the Director of the Yolo County HHSA, and Homeless Coordinators from the cities of Davis, West Sacramento, and Woodland), and
- the Homeless and Poverty Action Coalition (the Yolo Continuum of Care, staffed by the County Homeless Coordinator).¹⁵

This section details recent strides made by the Yolo system of care in improving outcomes for persons experiencing homelessness through selected System Performance Measures as reported annually to HUD and details the work underway to continue seeing progress in ending homelessness countywide.

A. System Performance Measures

A source of data that is helpful in understanding the efficacy of work conducted by Yolo County partners in ending homelessness is the annual System Performance Measures¹⁶ report submitted to HUD. This report focuses on performance at the system-level as opposed to performance at the project-level, which is the intent of the Homeless Management Information System (HMIS). While Yolo County is committed to improving performance under all seven system-level performance measures, four measures provide particular insight into the efficacy of the system of care on the whole:

- the length of time persons remain homeless in emergency shelter and transitional housing projects,
- the number of persons experiencing homelessness for the first time,
- the extent to which persons experiencing homelessness return to homelessness after placement in permanent housing, and

¹⁴ <https://www.yolocounty.org/health-human-services/homeless-services>

¹⁵ Yolo County Homeless System chart, updated October 31, 2018.

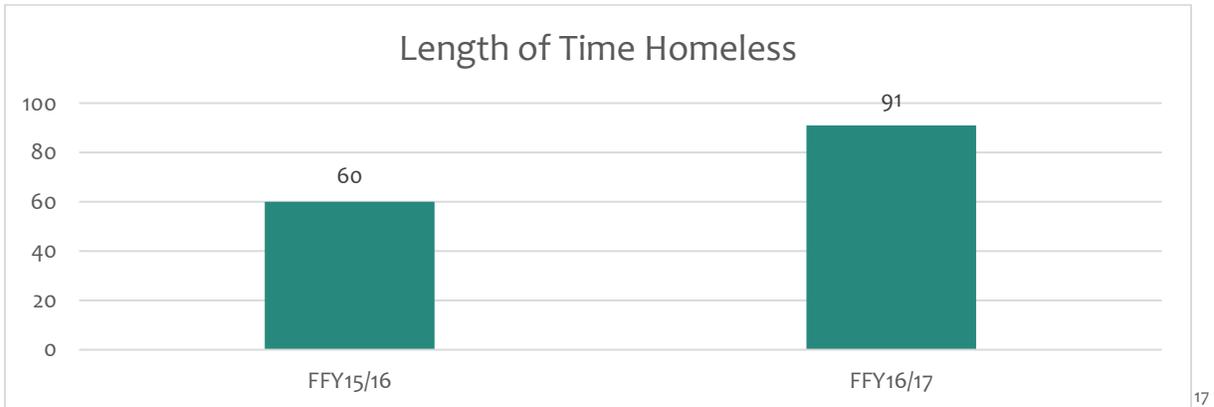
¹⁶ For more information on HUD System Performance Measures, please follow the link: <https://www.hudexchange.info/programs/coc/system-performance-measures/#guidance>

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- the percentage of successful placements in permanent housing.

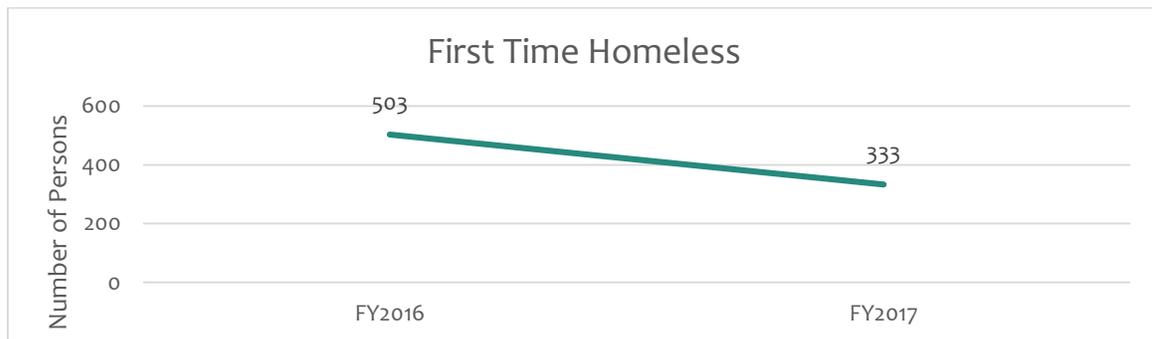
i. Length of Time Homeless

Yolo County experienced an increase in average Length of Time Homeless from FFY15/16 to FFY16/17 of 31 nights, captured by entries into and exits from emergency shelter. While bed nights for participants in emergency shelter in FFY15/16 averaged 60 nights, beds nights in FFY16/17 averaged 91.



ii. First Time Homelessness

In FFY16/17, the number of persons who became homeless for the first time in Yolo County, demonstrated by the number of entries into Emergency Shelter, Safe Haven, Transitional Housing, and Permanent Housing programs, was 333.¹⁸ This was a 34% decrease from the previous FFY15/16, where 503 total entries into these programs were reported. However, it is unclear how indicative the decrease in the number of entries is of a decrease in overall entries into homelessness countywide; correlated with an increase in Length of Time Homeless from FFY15/16 to FFY16/17, because emergency shelter beds were occupied for longer lengths of time, this meant that fewer beds were available for persons experiencing first-time homelessness in FFY16/17.

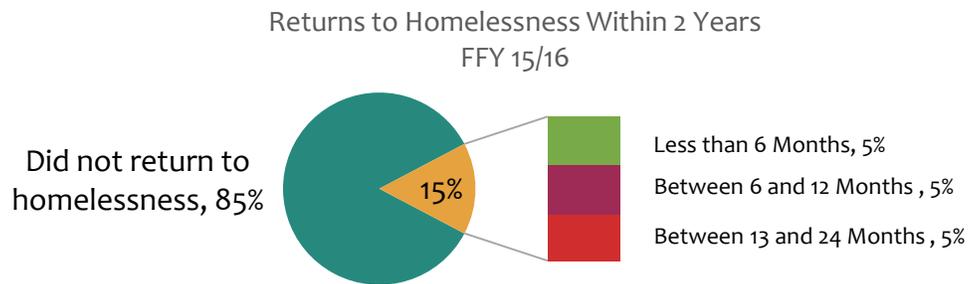
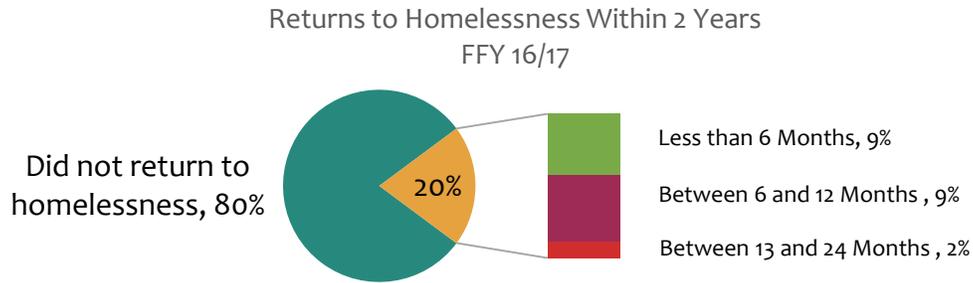


¹⁷ Yolo County CoC FY2017 System Performance Measures, submitted May 25, 2018; Measure 1.a., Metric 1.1

¹⁸ Yolo County CoC FY2017 System Performance Measures, submitted May 25, 2018; Measure 5, Metric 5.2

iii. Returns to Homelessness

In FFY16/17, 300 persons had exited homelessness to a permanent housing destination in the 2 years prior.¹⁹ Of those 300, a total of 61 persons had returned to homelessness within 2 years of securing permanent housing: 26 returned to homelessness less than 6 months after placement, 28 returned between 6 and 12 months, and 7 returned between 13 and 24 months. In FFY15/16, by comparison, of the 324 persons who had exited homelessness to a permanent housing destination, a total of 50 had returned to homelessness within 2 years: 17 returned to homelessness less than 6 months after placement, 17 returned between 6 and 12 months, and 16 returned between 13 and 24 months.



iv. Successful Placements & Rate of Retention in Permanent Housing

Of the total 52 persons residing in permanent housing (excluding Rapid Rehousing) during FY2017, 51 (or 98%) remained in permanent housing or exited to another permanent housing destination; this is an improvement from the 95% performance reported in FY2016.²⁰



¹⁹ Yolo County CoC FY2017 System Performance Measures, submitted May 25, 2018; Measure 2

²⁰ Yolo County CoC FY2017 System Performance Measures, submitted May 25, 2018; Measure 7, Metric 7b.2

B. Work Underway to End Homelessness in Yolo County

As mentioned above, Yolo County HHS has partnered with various entities that are working to end homelessness countywide; a description of each partner entity/agency can be found below, along with a summary of its current efforts and projects aimed at addressing homelessness. Please note the list of providers is not exhaustive.

i. Partners in Ending Homelessness

Yolo Continuum of Care – HPAC

The Davis/Woodland/Yolo County Continuum of Care, referred to as the Homeless and Poverty Action Coalition (HPAC), is a local planning body that provides leadership and coordination on the issues of homelessness and poverty in Yolo County.²¹ HPAC provides leadership on the efforts to end and prevent homelessness and poverty in Yolo County, with a vision of creating and sustaining a comprehensive, coordinated, and balanced array of human services for homeless and low-income individuals and families within the county.

In its role of fulfilling many of the federal, state, and local government mandates, HPAC serves numerous roles and responsibilities including locally implementing the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, as well as the region’s Homeless Management Information System (HMIS). In addition to maintaining a coordinated response among service providers to ensure continuity of services, HPAC assists with assessing the need and identifying gaps in services for persons facing homelessness in Yolo County on an ongoing basis, as well as supporting the planning, funding and development of services to meet prioritized needs within Yolo County. HPAC also works to plan, develop, and sustain options to meet the housing needs of people facing homelessness, and promote access to and effective utilization of mainstream human services programs.

Efforts at the City Level

One of Yolo County’s unique assets is the strong partnership that exists between the individual city jurisdictions, and between the cities and the county. Representatives from each city participate on the Homeless and Poverty Action Coalition, as well. Below are a few recent developments in efforts to address homelessness locally:

In a resolution passed by the Davis, West Sacramento, and Woodland City Councils, each city has adopted the “Getting to Zero” resolution.²² As part of the campaign, the City of Davis has entered into contracts with local non-profit partner Davis Community Meals and Housing and Yolo County Housing, the local Housing Authority, to redouble its efforts to address homelessness, bolstered by a \$233,000 matching grant from Sutter Health. Expanded programs include bridge rental assistance, jobs training program, and case management, as well as New Pathways, a housing and support services program.²³

²¹ County homepage for the Homeless and Poverty Action Coalition; <https://www.yolocounty.org/health-human-services/boards-committees/homeless-and-poverty-action-coalition-hpac>; for more info on the HPAC, please see the CoC Governance Charter: <https://www.yolocounty.org/home/showdocument?id=45939>

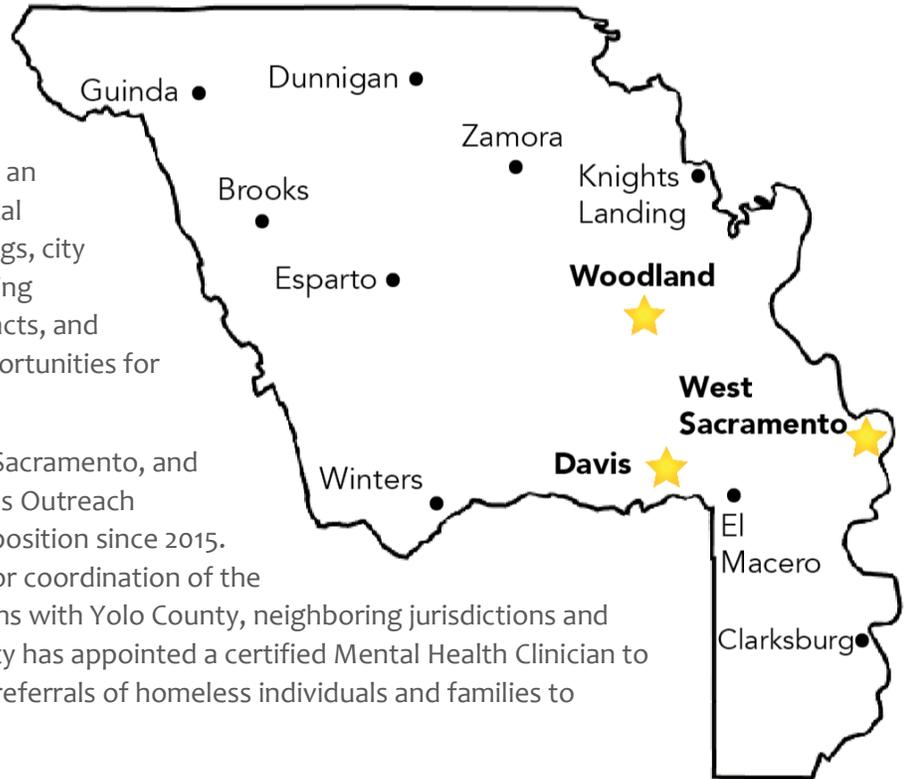
²² For more on Getting to Zero in Yolo County, please visit <https://wecangettozero.com/our-region/yolo-county>

²³ Davis Pathways website; <http://davispathways.org/>

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In November of 2016, the City of West Sacramento passed Measure E, enacting a 1/4 percent transactions and use tax (sales tax) raising approximately \$3.3 million annually on an ongoing basis for general governmental purposes.²⁴ It funds, among other things, city services and initiatives aimed at reducing homelessness and its community impacts, and improving educational and career opportunities for youth.

Additionally, the cities of Davis, West Sacramento, and Woodland have added a new Homeless Outreach Coordinator/Social Services Manager position since 2015. This position is primarily responsible for coordination of the City's homeless initiatives and programs with Yolo County, neighboring jurisdictions and service providers. In Woodland, the city has appointed a certified Mental Health Clinician to the position, who will also assist with referrals of homeless individuals and families to available services.²⁵



Homeless Housing and Service Providers

Yolo County HHSA works to ensure the health, safety, and economic stability of children and adults, particularly individuals that are vulnerable, through the administration of approximately 50 state and federally mandated programs and services as well as non-mandated programs that improve community well-being. HHSA provides services directly through internal services and indirectly through contracts with community partners.²⁶ For a current snapshot of efforts by the county, please see the Yolo County Homeless Services Year End Report for Fiscal Year 2017-2018.²⁷

Nonprofit partner agencies across Yolo County, (listed in detail in Appendix A to this plan, starting on page 29), provide low-income and homeless individuals and families with housing, food, and human services through various programs, including emergency shelter and transitional housing, residential treatment programs, permanent supportive housing program, resource center/day shelters, street outreach, and meals programs.²⁸

Public Housing Authority

Yolo County Housing, the local public housing authority, has a robust presence in Yolo County.²⁹ In partnership with Yolo County HHSA and the city of West Sacramento, Yolo County Housing has implemented a homelessness preference system called “Bridge to Housing,” a bridge voucher program that prioritizes persons living unsheltered in encampment situations. The partnership

²⁴ <https://blob.cityofwestsacramento.org/civica/filebank/blobload.asp?BlobID=15497>

²⁵ <https://www.cityofwoodland.org/1042/Homeless-Coordination>

²⁶ <https://www.yolocounty.org/home/showdocument?id=50191>

²⁷ Yolo County Homeless Services Update FY 17/18: Fiscal Year 2017-2018 Year End Report, November 9, 2018.

²⁸ <https://daviscommunitymeals.org/programs/>

²⁹ Informational interview with community stakeholder; December 5, 2018.

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provides funding for move-in costs, bridge rental assistance, job training program and case management for individuals who are chronically homeless. The intent of the program is to target persons experiencing homelessness who are waiting for a Housing Choice Voucher and are likely to receive one in the next year or two.³⁰ Additionally, Yolo County Housing partners with the Davis Pathways program, which refers persons experiencing chronic homelessness to the housing authority for prioritization according to Yolo County Housing’s homelessness preference.

Physical and Behavioral Health Providers

As mentioned above, the Sutter Healthcare Foundation provides funding for “Pathways to Employment,” as well as bridge rental assistance through “Getting to Zero” vouchers, and intensive support services in the form of case management, the latter two both managed by Yolo County Housing.³¹ Additionally, CommuniCare (located in Davis, West Sacramento, and Woodland),³² as well as the Winters Healthcare Foundation, (located in Winters), provide medical and dental health care services without regard to a patient’s ability to pay.³³

In West Sacramento, the Yolo County First Responders Mental Health Urgent Care Clinic offers services available to individuals experiencing a mental health crisis in Yolo County who are brought to the site by a first responder, law enforcement, family member or friend, and those who self-refer.³⁴ The Urgent Care’s multi-disciplinary team offer services including crisis assessment and supportive counseling, medication intervention, safe discharge planning, and referrals to other local community services. Additionally, the West Sacramento Mental Health Services Act (MHSA) Adult and TAY Wellness Center provides a variety of rehabilitative services, skill-building groups, and a computer lab with internet access for eligible mental health consumers in a drop-in setting, for both Transitional Age Youth (16-24) and adults.³⁵

Service Providers for Domestic Violence Survivors

Empower Yolo provides Rapid Rehousing and services including emergency shelter to victims of domestic violence, sexual assault, stalking and trafficking in Yolo County. Additionally, Empower Yolo offers regular training to the HPAC and partner agencies regarding best practices for providing services to victims of domestic violence, sexual assault, stalking and trafficking, such as safety planning, and education on available resources.³⁶

Legal Services Providers

Legal Services of Northern California (LSNC) provides crucial civil legal services to low-income individuals and families across 23 counties in Northern California. LSNC engages in litigation, legislation, administrative advocacy, and community development work in a number of priority

³⁰ 2018 Yolo County CoC Collaborative Application. p. 13; <https://www.yolocounty.org/home/showdocument?id=54367>

³¹ For more information on the Sutter Health Foundation’s “Getting to Zero” efforts, as part of a regional collaboration with the City of Davis and other partners across Yolo County, please follow the link; <http://davispathways.org/about/>

³² For more information on CommuniCare, please follow the link at <https://www.communicarehc.org/>

³³ Informational interview with Community Stakeholder; December 5, 2018.

³⁴ For more information on the First Responders’ Mental Health Urgent Care, please follow the link at <https://www.cityofwestsacramento.org/Home/Components/News/News/792/67>, or see the flyer at <file:///Users/HomeBase/Downloads/MentalHealthClinicFlyer.pdf>

³⁵ <https://www.yolocounty.org/health-human-services/mental-health/mental-health-services>

³⁶ 2018 Yolo County CoC Collaborative Application. p. 8-9, 26; <https://www.yolocounty.org/home/showdocument?id=54367>

fields, such as preservation of housing, health care, enhancing economic stability, support for families, civil rights, education, and supporting populations with special vulnerabilities. LSNC continues to be a strong partner and a voice for vulnerable populations in Yolo County.³⁷ In conjunction with Yolo County Housing, LSNC facilitates an annual Fair Housing Conference attended by approximately 100 landlords, property owners, and CoC agencies, which provides education and support to both landlords and tenants regarding rights under state and federal legislation and available resources to enhance housing stability, prevent evictions, and preserve availability of affordable housing in Yolo County.³⁸

C. Community-Based Resources

The Yolo County homeless services system of care provides a robust range of community-based resources through collaboration between Yolo County HHSA, the cities of Davis, West Sacramento, and Woodland, as well as local service providers.³⁹ Resources include, but are not limited to, the following:

- Prevention and Diversion Resources (food, clothing, transportation, cash assistance, etc.)
- Crisis Intervention
- Emergency Shelter
- Rotating Winter Shelters/Warming Center
- Transitional Housing
- Rapid Rehousing
- Permanent Housing
- Homeless Outreach
- Housing Case Management
- Housing Navigation

As mentioned under “Partners in Ending Homelessness,” the most recent information on current community-based resources across Yolo County can be found in the Yolo County Homeless Services Update for FY 17/18.⁴⁰ However, a selection of highlighted resources can be found below.

i. Crisis Response Resources

The following resources comprise the crisis response resources in Yolo County; “crisis response resources” herein refers to the continuum of services and housing available to persons who are experiencing homelessness or are at imminent risk of experiencing homelessness. These resources include those focused on homelessness “prevention,” supporting persons at risk of homelessness to remain in housing, while others focus on “diversion” away from the homeless system of care, and back into stable housing situations.⁴¹

³⁷ For more information on Legal Services of Northern California, please follow the link; <https://lsnc.net/what-we-do>

³⁸ 2018 Yolo County CoC Collaborative Application. p. 8-9, 26; <https://www.yolocounty.org/home/showdocument?id=54367>

³⁹ For more details regarding resources provided by community partners, please visit <https://www.yolocounty.org/health-human-services/homeless-services>

⁴⁰ Yolo County Homeless Services Update FY 17/18: Fiscal Year 2017-2018 Year End Report; November 9, 2018;

⁴¹ Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 31.

Prevention & Diversion

Prevention assistance is part of a targeted approach, where individuals' experience of falling into homelessness is prevented by resolving the underlying issue that would cause the individual to fall into homelessness. Diversion, on the other hand, focuses on diverting persons away from the homeless system of care by resolving their housing need outside of the system, such as aiding the individual or family in securing community-based housing. Diversion differs from prevention in that diversion is utilized once an individual or family is already homeless or homelessness is imminent, while prevention effectively prevents the individual from becoming homeless and keeps the individual or family in their current housing situation.⁴²

Yolo County partners provide homelessness prevention services under the HUD Emergency Solutions Grant (ESG) program. Under the program, clients can receive financial assistance for rental assistance, security and utility deposits, legal assistance, and credit repair. Additionally, other local nonprofit partners provide immediate, short-term emergency aid to families and individuals with incomes at or below the federal poverty level who live in Yolo County. Other resources to prevent homelessness or divert persons away from entering the system of care include rental assistance to help prevent evictions, cash assistance for first month's rent, and utility assistance to prevent utilities from being turned off or to have them restored.

Emergency Shelters & Warming Center

Both city and nonprofit partners in Davis and Woodland provide emergency shelters and rotating winter shelters across Yolo County;⁴³ as of 2018, a rotating Warming Center has also been added as a resource in West Sacramento.⁴⁴

At emergency shelters across Yolo, individuals and families experiencing a housing crisis can come and receive assistance to identify their particular needs and be connected to appropriate resources. Though services provided by individual programs may vary, emergency shelters in Yolo provide food, showers, clothing, laundry facilities, personal hygiene products, and other necessities, as well as access to a telephone, transportation arrangements, and mail address service. Overnight shelters, such as the Interfaith Rotating Winter Shelter, provide a nightly meal, sleeping materials and a designated location in which to sleep for the night.⁴⁵

Emergency shelter participants are also often provided with resources and information on accessing substance abuse recovery programs, career counseling, mental health counseling, and mainstream benefits such as CalFresh and Medi-Cal. They may also receive direct assistance in life skills training, individual planning, and obtaining housing. Additionally, shelter providers may offer homeless prevention services to help pay delinquent rent and utility bills is also provided.⁴⁶

⁴² Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 32.

⁴³ For more information on emergency shelters, rotating winter shelters, transitional housing, and warming centers provided in Yolo County, please follow the links to city and agency pages found at the following link; <https://www.yolocounty.org/health-human-services/homeless-services>

⁴⁴ Mercy Coalition website; <https://wsmercycoalition.org/about/our-history/>

⁴⁵ Examples of resources provided by the Interfaith Rotating Winter Shelter; <http://interfaith-shelter.org/irws-history/>

⁴⁶ Examples of emergency shelter resources provided by the Resource Center at Davis Community Meals & Housing; <https://daviscommunitymeals.org/resource-center/>

Outreach

As described in the city of Woodland's recent Homeless Action Plan, the Woodland Police Department has launched a Homeless Outreach Street Team (HOST) as part of a city-wide joint effort, which provides an email and hotline number for citizens to use to inform the HOST members as an alternative to calling law enforcement when concerns arise regarding activities associated with homelessness.⁴⁷ In February 2017, provider Fourth and Hope contracted with HHSA to provide outreach services through the Substance Abuse and Mental Health Services Administration (SAMHSA) Cooperative Agreements to Benefit Homeless Individuals (CABHI) grant.⁴⁸

Additionally, launched in West Sacramento in October, 2018, the Downtown Streets Team is a work-experience program for volunteer Team Members, who are persons experiencing or at risk of becoming homeless in West Sacramento.⁴⁹ Through the program, Team Members have the opportunity to engage in beautification projects across the city, such as street cleaning and creek restoration, in exchange for non-cash stipends to cover basic needs. At the same time, Team Members are provided with case management and employment services.⁵⁰

ii. Interim and Permanent Housing Resources and Supports

In addition to the permanent housing resources and supportive services provided by partners, the HPAC also currently provides Permanent Supporting Housing for persons experiencing chronic homelessness through the HUD CoC program. For more information on the complete list of current housing available for persons experiencing homelessness, please see the HUD Continuum of Care Homeless Assistance Programs Housing Inventory Count (HIC) Report for 2018.⁵¹ For a comprehensive explanation of enhanced supportive services and residential treatment programs, please see the Yolo County Homeless Services Year End Report for Fiscal Year 2017-2018.⁵²

D. County Efforts to Prevent Criminalization of Homelessness

The county and individual city jurisdictions of Yolo have employed the following initiatives in an effort to better address the needs of persons experiencing homelessness who are in need of assistance. These initiatives seek to prevent unnecessary involvement in the criminal justice system and to support local law enforcement who are often the first to engage persons experiencing homelessness.

i. City Police Department Homeless Coordinators

The City Police Departments of Davis, West Sacramento, and Woodland have each hired a homeless coordinator, embedded within the police departments to assist with coordination of outreach and engagement to assist local police in responding to unsheltered homelessness.⁵³ Through these

⁴⁷ City of Woodland website; <https://www.cityofwoodland.org/532/Homeless-Outreach-Efforts>

⁴⁸ Yolo County Homeless Services Update FY 17/18: Fiscal Year 2017-2018 Year End Report; November 9, 2018;

⁴⁹ Downtown Streets Team website, West Sacramento webpage; <http://streetsteam.org/westSacramento>

⁵⁰ Downtown Streets Team website, program model webpage; <http://streetsteam.org/model>

⁵¹ HUD 2018 Continuum of Care Homeless Assistance Programs Housing Inventory Count (HIC) Report; https://www.hudexchange.info/resource/reportmanagement/published/CoC_HIC_State_CA_2018.PDF

⁵² Yolo County Homeless Services Update FY 17/18: Fiscal Year 2017-2018 Year End Report; November 9, 2018; pages 5-9.

⁵³ 2018 Yolo County CoC Collaborative Application. P.15; <https://www.yolocounty.org/home/showdocument?id=54367>

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partnerships, homeless coordinators ensure persons experiencing homelessness receive outreach and referrals to appropriate services while training local law enforcement on evidenced-based practices for engaging with and assisting individuals experiencing homelessness. Through coordinating efforts with law enforcement, these partnerships enhance and inform outreach practices to ensure that those who are most vulnerable and least likely to seek services receive special housing-focused outreach and avoid unnecessary or continued involvement with the criminal justice system where possible.

Homeless coordinators anchor the Community Services Unit within each department and are tasked with providing services for homeless individuals within the city. These services include direct outreach, intake assessment, referral to applicable services, connections to case management, and assistance with navigating to permanent housing. Homeless coordinators work very closely with senior lead police officers and other patrol officers and take referrals from community members and police dispatch who identify persons who may be in need of outreach and mental health services. In addition to phone referrals, certain of the homeless coordinators also provide walk-in office hours during the week at the local police or HHS department for those seeking services.⁵⁴ Building on these advancements, the homeless coordinators have begun to meet regularly to discuss ways in which efforts can be further coordinated between the jurisdictions, and to identify opportunities to conduct additional training and provide support to one another. Doing so will ensure consistency and maximize effectiveness of strategies to prevent criminalization of activities associated with homelessness and serious mental illness or co-occurring disorders countywide.

ii. Programs Serving Persons At-Risk of/Exiting Homelessness with Criminal Justice Involvement

Criminal Justice Diversion Program: Steps to Success

Yolo County HHS partnered with the local District Attorney's Office, Probation Department, and Public Defender's Office in February, 2017, to submit an application to the Board of State and Community Corrections for Proposition 47 grant funds to support a criminal justice diversion program called Steps to Success. After Yolo County's proposal was selected, the awarded \$6M will be administered over a 38-month period to provide wraparound services for individuals who are eligible for a criminal justice diversion program, but unlikely to succeed without supports due to their history of mental health issues and/or substance use disorders. Supports include intensive case management, employment assistance, civil legal assistance, and permanent housing assistance.⁵⁵

Transitional Housing for Probationers

Part of the criminal justice "realignment" strategy, the passage of AB 109 and AB 117 specifies new local responsibilities for managing certain adult offenders and provide certain local flexibility with regard to direction and service provision to these populations. Funded by AB 109, the Transitional Housing for Probationers program provides housing, food, and sober living oversight to probationers who would otherwise likely return to homelessness. The Yolo County Probation Department contracts with Fourth and Hope and Cache Creek Lodge to provide services.⁵⁶

⁵⁴ Informational Interview with community stakeholder; December 13, 2018.

⁵⁶ Yolo County Homeless Spending Inventory FY 16/17, p. 2

Yolo County Step-Down Housing

Funded through Intergovernmental Transfer (IGT) funds, the Yolo County Department of Health and Human Services contracted with Yolo County Housing to purchase a facility that provides safe, stable shelter to individual on probation. The Yolo County Probation Department provides onsite daily case management services.⁵⁷

E. Coordinated Entry in Yolo County

In January of 2017, HUD published the Notice CPD-17-01, which announced the requirement that all Continuums of Care must establish or update a Coordinated Entry System in accordance with the criteria set forth in 24 CFR 578.7(a)(8). According to the notice, all CoC- and ESG-funded projects operating within the CoC's geographic area must also work together to ensure the CoC's coordinated entry process allows for coordinated screening, assessment and referrals for all CoC and ESG projects.⁵⁸

On January 17, 2018, HPAC adopted policies and procedures for the **Yolo County Coordinated Entry System**. This system allows for people experiencing a crisis to access emergency homeless and housing services with as few barriers as possible, and “ensures that the most vulnerable individuals or families are prioritized first for permanent housing placements”.⁵⁹

i. Overview of Yolo County Coordinated Entry System

Coordinated Entry in Yolo County operates as a multi-site centralized system. Access to the Coordinated Entry System occurs through either points of referral or points of entry when an individual reaches out to a local organization to access mainstream services, or homeless specific services. Though participants may access the system through various sites, they can only be assessed at specific “Entry Point” sites, administered by Davis Community Meals and Housing, Empower Yolo, Fourth and Hope, and Yolo County HHSA, in addition to Davis, West Sacramento, and Woodland Police Departments (which provide access through outreach services).⁶⁰

Yolo's Coordinated Entry System covers the CoC's entire geographic area. Historically, the rural communities in Yolo County are the most difficult to reach, for which reason outreach programs operate throughout the community to reach individuals and families that live in the rural areas. Additionally, various community partners serve as “Referral Sites,” which may administer the HPAC Diversion and/or Prevention Tools to assist them in determining whether an individual should be referred to the Coordinated Entry System. If it is determined that the household's homelessness or risk of homelessness cannot be resolved by resources outside of the homeless system, a full assessment will be completed within 48 hours of the household's contact with the Coordinated Entry system. The primary assessment tool utilized to determine vulnerability is the Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT).⁶¹

⁵⁷ Yolo County Homeless Spending Inventory FY 17/18, p. 2

⁵⁸ HUD Notice CPD-17-01; <https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf>

⁵⁹ Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; <https://www.yolocounty.org/home/showdocument?id=54313>

⁶⁰ Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 9.

⁶¹ Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 20.

ii. Yolo Coordinated Entry Affirmative Marketing and Outreach

Yolo County is committed to ensuring that the Coordinated Entry System allows for people experiencing a housing crisis to access emergency homeless and housing services with as few barriers as possible; these services include homeless prevention assistance, domestic violence and emergency services hotlines, drop-in service programs, emergency shelters and other short-term crisis residential programs. Coordinated Entry is also linked to street outreach efforts so that people sleeping on the streets are prioritized for assistance in the same manner as any other person assessed through the coordinated entry process.⁶²

HPAC, the Yolo County Continuum of Care, affirmatively markets its housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, sexual orientation, gender, age, familial status, history of domestic violence, or disability, who are least likely to apply in the absence of special outreach and maintains records of those marketing activities. Housing made available through the Coordinated Entry System is also made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2). Additionally, HPAC follows the nondiscrimination and affirmative outreach requirements for the Emergency Solutions Grant program in accordance with 24 CFR § 576.407(a) and (b).⁶³

iii. Referrals & Data Collection for No Place Like Home-Assisted Units

Persons experiencing homelessness, chronic homelessness, and those “at risk” of chronic homelessness with serious mental illness or co-occurring disorders will continue to be prioritized and referred to appropriate housing and services to meet their needs, including NPLH-Assisted Units, through the Yolo County Coordinated Entry System.

Referrals Through Yolo County Coordinated Entry for Persons Experiencing Homelessness, Chronic Homelessness, or “At Risk” of Chronic Homelessness with SMI/SED

The tenant selection process shall be in compliance with NPLH Program Guidelines Section 205(a)(2)A., and Section 211, and with 25 CCR Section 8305. The Coordinated Entry Referral Process described below shall be utilized in compliance with 24 CFR 578.7(a)(8). All NPLH projects will follow the Coordinated Entry Policies and Procedures, as most recently adopted by the local continuum of care at the time of unit vacancy. These policies incorporate all NPLH target populations, including: homeless, chronically homeless, individuals at-risk of chronic homelessness, individuals with SMI, and families with children with emotional disturbance.

The Yolo County Health and Human Services Agency (HHS) will facilitate the NPLH Coordinated Entry Referral Process, in its capacity as staff to the Davis/Woodland/Yolo County Continuum of Care (CoC). The standardized assessment tool utilized will be the Vulnerability Index and Service Prioritization and Decision Assistance Tool (VI-SPDAT), as programmed in the Yolo County Homeless Management Information System (HMIS) at the time of unit vacancy.

When a NPLH unit is available, HHS will notify participating Coordinated Entry service providers of the vacancy, and solicit referrals through targeted outreach to community service providers that

⁶² Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 12.

⁶³ Yolo County Homeless and Poverty Action Coalition (HPAC) Coordinated Entry Policies and Procedures, Adopted January 17, 2018; p. 13.

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serve the project’s target populations, for a specified “referral period”. This ensures that any potentially eligible individuals who are not already on the existing countywide Community Queue in HMIS, have the opportunity to be assessed and considered for the vacancy. Service providers will review previous referrals and make new referrals to the Community Queue. For providers who are not HMIS Partner Agencies, HHSA will facilitate completion of the VI-SPDAT and referral to the Community Queue in HMIS. After the referral period has ended, HHSA screens all referrals active on the Community Queue for eligibility to NPLH Assisted Units: Referrals that meet eligibility requirements for NPLH Assisted Units move forward for prioritization according to highest vulnerability as indicated by the VI-SPDAT numerical score. Referrals that are ineligible to the NPLH program remain on the Community Queue to be considered for other housing options.

Systems in Place to Collect NPLH Data

All data points listed in Section 214 of the NPLH Program Guidelines will be collected by Yolo County HHSA using HMIS and information provided by Project Site Management. Aggregated data on emergency room visits for NPLH tenants before and after move in, the average number of hospital and psychiatric facility admissions and in-patient days before and after move in, and the number of arrests and returns to jail or prison before and after move in will be collected through the State Data Quality/Full Service Partnership Database, as available for these categories.

Additionally, the following practices will be adopted by NPLH-funded supportive housing projects in Yolo County: an independent audit will be submitted from a certified public accountant for each NPLH-funded supportive housing project 90 days after the end of each program year; compliance reports will be submitted by program managers to Yolo County HHSA for all NPLH-Assisted units; by the last day of the Fiscal Year, data will be submitted to the California Department of Housing and Community Development including all items listed in Section 214 (e) of the NPLH Program Guidelines.

V. Service & Outreach Challenges

Yolo County has strong and diverse partnerships and resources as described above in the continued effort to prevent and end homelessness. However, partner entities and community stakeholders have identified the following barriers and challenges the County experiences in providing housing, services, and conducting outreach to persons experiencing homelessness:

Challenges Understanding and Accessing Crisis Resources

While Yolo County providers have had much success in connecting persons experiencing homelessness with permanent housing, other resources that assist with preventing individuals’ homelessness or diverting them from the homeless system of care may be difficult to utilize. Challenges to accessing and utilizing these resources include a lack of consistent information and understanding concerning all available resources countywide aimed at crisis response. Additionally, county partners experience challenges identifying and assisting persons at risk of homelessness, before falling into homelessness becomes unavoidable.⁶⁴

⁶⁴ Informational interview with community stakeholder; December 12, 2018.

Need for Increased and Diverse Stock of Affordable Housing

In order to meet the housing needs of persons experiencing homelessness in Yolo County, additional and more diverse affordable housing must be developed for persons with very-low to no-income.⁶⁵ Without additional available affordable housing, housing navigators often must compete against each other for the same limited housing stock.⁶⁶ Community partners also noted that additional opportunities to foster partnerships between the cities/county and housing developers of all kinds should be identified and pursued.⁶⁷

Challenges Providing Outreach and Coordinated Care to Persons Experiencing Homelessness with Behavioral Health Needs

Continued efforts by the various city and county outreach teams to facilitate referrals to resources for persons experiencing homelessness identified as likely benefitting from behavioral health assistance have been largely successful. However, outreach and service providers noted challenges in coordinating referrals to mental health resources for some of these individuals, who may also have had multiple engagements with the criminal justice system. Similar to challenges accessing consistent information on available crisis response resources, information on all available mental health services and strategies must be collected and disseminated to providers. Additionally, methods for co-locating services or enhancing capacity of mental health providers should be considered.

A. Barriers to Serving the No Place Like Home Target Population

i. Need for Increased Collaboration - Data Collection and Analysis Capacity

One challenge in understanding the current scope of the need of children and adolescents experiencing homelessness concurrent with serious Emotional Disturbance is the lack of integration of the data systems that currently collect this level of information. School districts may have barriers to capturing this type of data because data on these services largely seem to be collected outside of the school-setting and kept confidential.

Additionally, while school districts and the Office of Education are able to capture data regarding the number of children and adolescents experiencing homelessness who receive special education services for “emotional disturbance,” this definition is inconsistent with the definition as housed in the Mental Health Services Act (WIC Section 5600.3). Where it can benefit the provision of housing and services to children and adolescents who may be eligible for NPLH-Assisted housing, methods for capturing and streamlining sharing of the various data sets for comparison purposes must be developed for all eligible children, adolescents, and their families to be identified for assistance through the NPLH program.

⁶⁵ Informational interview with community stakeholder; December 5, 2018.

⁶⁶ Informational interview with community stakeholder; December 4, 2018.

⁶⁷ Informational interview with community stakeholder; December 4, 2018.

ii. Emerging Implementation and Expansion of the Yolo County Coordinated Entry System

As explained in detail above, additional components of the Yolo County Coordinated Entry System must be further developed and expanded in order to accommodate identification, assessment, and prioritization for eligible members of the NPLH Target Population, in order to facilitate referrals to NPLH-Assisted Units. This includes enhancements to discharge planning protocols and practices with institutional settings, including jails, probation, hospitals, and residential treatment facilities, etc.

VI. Solutions to Homelessness in Yolo County

Through a community process, the Plan identified four issue area objectives from the County's 2017 General and Strategic Plan to End Homelessness to focus on. Yolo County's 2017 General and Strategic Plan to End Homelessness is a revision to the County's 10-year Plan to End Homelessness and outlines the move from the County's traditional homeless service delivery model to a coordinated model based on Housing First principles.⁶⁸ The areas of focus for this Plan include:

1. Strengthen the homeless crisis response system with an emphasis on developing prevention services.
2. Increase affordable housing options for the most vulnerable.
3. Stabilize and maintain physical and behavioral health for those with the highest needs.
4. Examine systems-level coordination and identify opportunities for improved partnership.

Over the next three years, the goals, strategies and action steps that are detailed below around each of these issue areas will be reviewed by community partners on an annual basis to assess the level of progress in each of these areas. As part of its work, leadership will also review these action steps and tie them into a larger workplan with identified leadership to drive each piece of the work.

Goal 1: Strengthen the Homeless Crisis Response System, Focusing on Prevention

As described earlier, the 2017 PIT Count data found that 45.5% (209) of those who are homeless are unsheltered. Yolo County saw an overall decrease in the number of individuals experiencing homelessness between 2015 and 2017 (498 compared to 459), but the number of those unsheltered increased slightly during 2015-2017 from 194 to 209. Unsheltered homelessness in the County has seen little movement from 2009-2017 (202 vs. 209 individuals), indicating a need for increased crisis response and prevention services to make headway in reducing those experiencing unsheltered homelessness.

Over the next three years, success toward strengthening the crisis response system and building out prevention services will be measured by:

1. A decrease in the number of people experiencing unsheltered homelessness in Yolo County, as measured through the bi-annual Point-in-Time Count.

⁶⁸ Yolo County 2017 General and Strategic Plan to End Homelessness: <https://www.yolocounty.org/Home/ShowDocument?id=55468>.

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2. An increase in the available funding and resources for prevention services county-wide, which will be tracked through the year-end report of homelessness funding in Yolo County.
3. An increase in the number of emergency shelter beds, as indicated in the annual Housing Inventory Count.

Strategy 1.A. Map the Homeless Crisis Response System and Prevention Resources Available.

Action 1.A.1: Create a crisis response and prevention services guide. Yolo County's homelessness services are located across the County and have evolved over time, responding to community need and funding changes. Mapping the homeless crisis response system will involve two main undertakings. First, in order to better understand where homeless crisis response and prevention services currently exist the County will work with partners over the next year to compile a complete list of resources, including who provides the resource and where. Crisis response and prevention services can include flexible funding pools, rental assistance, emergency shelter, transitional housing, and outreach services. This information will help inform the larger social service community and public about what resources are available across the County. This guide will live online and updated on a regular basis to ensure that all partners and community stakeholders have access to a complete and current list of what crisis response resources exist in Yolo County. This guide will also be leveraged in outreach to landlords, businesses, and other organizations looking for resources to help support those experiencing housing instability and at-risk of experiencing homelessness.

Action 1.A.2: Complete an intercept map for the homeless services system. The second component of mapping the crisis response system and prevention resources will utilize sequential intercept mapping. Yolo County HHSA completed intercept mapping for the criminal justice system and partner with the community and HPAC to conduct a similar process for the homeless crisis response system. Sequential intercept mapping provides the opportunity to identify intercepts, or points along an individual's or family's engagement in the homelessness system of care, detailing where opportunities for engagement are and what types of resources are available at each point. This framework offers the opportunity to map out resources with partners while also working strategically to identify gaps and opportunities for improved outreach and coordination. This intercept mapping exercise will be a more in-depth planning activity that the County undertakes in the next three years to identify longer-term intervention strategies.

Strategy 1.B. Leverage New State Funding Sources to Invest in Prevention and Crisis Response Services.

According to Yolo County's 2017 HIC, there were 157 emergency shelter beds in the County. The County has one permanent emergency shelter in Woodland, a domestic violence shelter, and seasonal winter shelters and warming centers located in Davis, Woodland and West Sacramento. This number of shelter beds does not meet current need. In order to address the number of unsheltered individuals living in the County, there must be an increase in the County's shelter capacity by turning seasonal shelters into year-round shelters and developing new shelter beds. In addition, preventing individuals and families from becoming homeless requires investing in resources that can in turn be used to help those at-risk. While the County currently has a small amount of prevention funding, there is a need to increase this funding and make it more flexible.

Action Step 1.B.1: Apply for state funding as available. New state funding, including the California Emergency Solutions and Housing (CESH) funding and the Homeless Emergency Aid Program (HEAP), provide more flexible sources of funds that can be used for prevention and crisis response. The County plans to leverage \$198,411 of CESH funds to for rental assistance, housing relocation, and stabilization services across the county. In addition, using HEAP funding Yolo will expand crisis response services through expanded shelter capacity. There are also plans to expand shelter capacity in Woodland by 25-35 beds and add 60 new supportive housing units as part of a larger relocation and expansion effort to develop more supportive housing and new treatment facilities.

Action Step 1.B.2: Utilize SB 2 funding for crisis response and prevention services. While these are one-time funding sources, there are opportunities to leverage other new state funding. For example, funding through the real estate transaction tax (2017's SB 2 Building Jobs and Homes Act) will provide funding directly to local governments starting in 2019.⁶⁹ This funding may go toward assistance to those experiencing homelessness, including rental assistance and funding for emergency shelters. SB 2, in addition to a second round of CESH, can help increase investments in crisis response and prevention services. The County will track how funds for these services grow year over year with an emphasis on finding new opportunities to invest in the County's crisis response system.

Strategy 1.C. Develop and Pilot an Early Identification Tool to Assess Those in Need of Prevention Services.

Action Step 1.C.1: Coordinate partners and identify existing tools. A screening tool that assesses the need for prevention services will assist in determining what type of resources an individual or family at-risk of homelessness needs and provide support to them before they enter the homelessness system. In order to develop the screening tool, partners from across systems, including food banks, libraries, and schools, will determine how to define those at-risk of homelessness and identify any existing methods for assessing who is at-risk.

Action Steps 1.C.2 and 1.C.3: Develop a prevention tool and partner with providers to pilot. Building off of the review of existing tools, partners will develop a short screening tool. The tool will be piloted and evaluated to determine its ability to appropriately identify those at-risk and provide assistance that prevents them from experiencing homelessness. This screening tool will be paired with the resource guide so that when someone is identified as in-need of services, they are connected to appropriate services.

Goal 2: Increase Affordable Housing Options for Those Experiencing or At-Risk of Experiencing Homelessness

Yolo County is in a housing crisis and, like many areas across the state, is in need of developing a range of affordable housing options. While additional housing is needed for those at low and moderate-income levels, there is a significant need for housing for individuals and families who are economically the most vulnerable and living at very and extremely low-income levels. Within this

⁶⁹ California Department of Housing and Community Development: <http://www.hcd.ca.gov/policy-research/housing-package/cahp-faq.shtml#sb2>

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group there is especially a need for developing housing that assists those experiencing homelessness. According to Yolo County Housing's Annual Update for FY 2018, there are 7,700 renter families with housing needs who earn between 0-30% area median income (AMI). Developing housing that targets those most vulnerable, living at the lowest income level and experiencing or at-risk of homelessness, is critical. Connecting those experiencing or at-risk of homelessness to stable housing is crucial to supporting increased self-sufficiency and improved economic security. Progress toward this goal will be measured by:

1. An increase in the number of rental affordable housing units permitted (with secured funding) or developed and targeted toward those at 0-30% AMI as tracked through the California Department of Housing and Community Development Annual Housing Element Progress Report.
2. An increase in the number of individuals exiting homelessness to permanent housing as tracked through HMIS.
3. An increase in the number of individuals remaining housed for one year following experiencing homelessness as tracked through HMIS.

Developing new housing can take years, so observing significant progress toward these goals in three years may be challenging, which means examining the development that is permitted and has secured funding will help the County measure improvements in development. In order to achieve this goal, the County will work with the cities and housing partners to implement a series of strategies and action steps to increase affordable housing development.

Strategy 2.A. Invest in Alternative Housing Models to More Efficiently Develop Affordable Housing.

Developing more affordable housing units is critical in order to provide a wider range of housing options for those who are most in need while also helping prevent future homelessness. The County is leveraging new funding through NPLH to develop more affordable housing units. In the first round of competitive funding, West Sacramento and Woodland are applying for funding to develop 85 units (41 units NPLH) and 60 units (29 units NPLH), respectively. This investment in new affordable housing is an important step but the community recognizes a need to pursue additional opportunities for creating more affordable housing.

Action Step 2.A.1: Identify alternative housing models to pilot. County and City Leadership will partner with Planning Departments to explore opportunities for developing alternative models of housing, looking specifically at opportunities to develop Accessory Dwelling Units (ADUs), tiny homes, and utilize modular building techniques to build housing more quickly and efficiently. As part of assessing and creating pilots around these alternative models, Yolo will look to other communities who have piloted this type of housing development specifically to house those who have experienced homelessness. Los Angeles County and Multnomah County in Oregon are both piloting efforts around providing homeowners with financial incentives to develop ADUs if these units are rented out to those who have experienced homelessness or have a housing voucher.⁷⁰

⁷⁰ LA County ADU Pilot: <https://www.mas.la/adu-pilot-project/>; Multnomah County ADU Pilot Program: <https://enhabit.org/adus/wrapping-up-a-place-for-you-adu-pilot/>.

Action Steps 2.A.2 and 2.A.3: Review existing zoning laws and fees and partner with City Planning Departments to pilot models. As part of this work, partners will also review how to ease zoning and fee requirements in order to expedite this type of development and make it financially feasible. City planners will be an important partner in these efforts, helping develop and message new housing opportunities and the benefits of participating.

Additionally, the County will pair the housing opportunities with needed wraparound and mediation services. This additional service provision will help in maintaining tenant health while also providing support for landlords who may be hesitant to participate. Providing these services increases housing retention and stability. These alternative models for housing must also be pursued with efforts to continue expanding other supportive housing environments, like room and board housing.

Strategy 2.B. Create Public-Facing Resource Materials that Outline the Benefits of Affordable Housing Development.

Action Step 2.B.1: Create an FAQ document on the benefit and need for affordable housing in Yolo. As a community, there is a need for greater education around the benefits of affordable housing development and the potential for positive impact in Yolo County. In order to help provide the public with more information around the importance of developing a range of affordable housing options, especially for those who are most vulnerable, the County will develop a set of resource materials to help make the public case for more affordable housing development. This information will help dispel myths around affordable housing and lift up the need for increased development in the community. This information will be posted online, easily accessible to the public. In addition, these materials can be used at community meetings and forums to speak to the need for affordable housing with accurate information that is specific to Yolo.

Strategy 2.C. Explore Options for a Local Funding Source for Affordable Housing Development.

Action Step 2.C.1: Review successful local funding measures. Ultimately, more housing development requires more funding. State programs like NPLH and tax credits help in encouraging affordable housing development, but these are not enough funds. Yolo County is experiencing a housing crisis and must explore the potential of developing new funding sources to address this crisis. Yolo County can look to what other communities in California have done to create new local funding for housing and homelessness services. For example, the 2018 election saw many cities taking up special measures to levy taxes to fund homelessness services and/or housing development.⁷¹ In 2016, the City of Los Angeles passed Proposition HHH, which increased property taxes by \$0.348 per square foot, providing \$1.2 billion in funding for supportive housing for those experiencing or at-risk of experiencing homelessness.⁷² While these efforts are primarily in larger cities and counties, Yolo County can learn how different communities are approaching generating new funds and can scale a proposal appropriately for Yolo County.

⁷¹ CityLab, “California Ballots Get Creative on Homelessness and Affordable Housing.” October 31, 2018. <https://www.citylab.com/equity/2018/10/november-california-ballots-homelessness-affordable-housing/>.

⁷² Los Angeles Housing + Community Investment Department: <https://hcidla.lacity.org/prop-hhh>.

Action Steps 2.C.2 and 2.C.3: Partner with County and City leadership to discuss options for Yolo County and develop a proposal. Over the next three years, Yolo County will partner with county housing and homeless agencies, county leadership, and city council leadership to explore creating a local funding source for affordable housing development. This work will include working with Board of Supervisors and City Council representatives to review and evaluate potential options for providing new, local revenue for development. By the end of the three-year period, city and county leaders will have a recommendation and plan for pursuing a local funding stream for affordable housing development.

Goal 3: Stabilize and Maintain Physical and Behavioral Health for Those with the Highest Needs

The 2017 PIT Count found that 52% of those experiencing homelessness in Yolo County reported having one or more health issues.⁷³ Of those who reported having health issues, 57% identified having two or more health issues.⁷⁴ Of those experiencing homelessness in the County, 38% are chronically homeless. Homelessness is a health care issue and Yolo County recognizes how interconnected healthcare and housing are. Current efforts across the County have been successful in providing health care service outreach and co-located health care, but further development and expansion of these services is needed to reach all those experiencing homelessness. Yolo County will assess its progress toward stabilizing and maintaining physical and behavioral health for those with the highest needs by tracking:

1. Reductions in the number of health conditions reported by those identified as experiencing homelessness through the annual Point-in-Time Count.
2. Reductions in the number of Emergency Room visits by those experiencing homelessness as reported by existing data reporting systems.

In order to achieve this goal and realize these reductions, Yolo County will work to expand current mobile health outreach and co-located services while also leveraging new opportunities to build partnerships across health, housing, and homelessness services.

Strategy 3.A. Increase Access to Mobile and Co-located Health Services.

Action Step 3.A.1: Map current mobile health outreach and co-located services. Yolo County currently has a number of mobile health outreach efforts, including on-site medical service provision and outreach to those staying in shelters. However, the current status of health outreach efforts and where in the County services exist is not centralized in one place. As a first step, the County and its partners will map where existing mobile health outreach efforts exist, including those that reach individuals in shelters.

Action Steps 3.A.2 and 3.A.3: Identify areas of need and expand outreach and co-located services.

After mapping where services exist, this information will be used to identify gaps in current services, both geographic and in terms of need. For example, community members indicated a need for behavioral health outreach. The inventory of current health outreach will then be used to help create

⁷³ Yolo County 2017 Homeless Count Report, p. 4.

⁷⁴ Ibid.

partnerships where there is the greatest need for mobile outreach services. In addition to having health workers go into the field, Yolo County will also work to expand mobile clinic outreach to a wider geography. The County can build off existing local models, like Elica Health Center's Health on Wheels, to scale mobile clinic outreach efforts.⁷⁵ By increasing health outreach efforts, service providers will also increase and form closer relationships with those who are experiencing homelessness. Developing these closer relationships will in turn help encourage engagement and the use of services by those experiencing homelessness while also providing opportunities to offer warm handoffs to other types of needed services. The connection to and provision of comprehensive services will offer the opportunity for those experiencing homelessness to improve their health and housing outcomes, ultimately leading to greater self-sufficiency.

Strategy 3.B. Improve Connections Between Health and Housing Efforts.

Critical to stabilizing and maintaining physical and behavioral health is having coordinated partners who are able to provide warm handoffs and assist clients in navigating services which support improved self-sufficiency such as access to public benefits or other sources of incomes. One example of how health and housing can be better connected is through medical respite. There is currently a four-bed medical respite program in Woodland, which provides intensive health and housing support. Expanding this type of model for those with serious health and housing needs is crucial to helping those with the most serious health concerns.

Action Step 3.B.1: Utilize AB 210 to improve information sharing between agencies. New state laws provide an opportunity to further develop partnerships between healthcare, housing, and homelessness services in the County. The new AB 210 legislation around information sharing and the creation of multidisciplinary teams (MDTs) makes it easier to share information between participating agencies and service providers in a homeless MDT. This allows partners from across different healthcare providers, housing and homelessness services to share and discuss relevant information about clients in order to help connect them to services and housing. This new information sharing opportunity can help bring new partners to the table, creating connections that improve coordination and client services. Yolo County already utilizes MDTs in helping connect those experiencing homelessness to housing and services. This existing MDT infrastructure will make it easier for the County to pursue the partnership and information sharing allowable under AB 210.

Action Steps 3.B.2 and 3.B.3: Utilize SB 1152 to create standardized hospital discharge policy and leverage this to engage with other system discharge efforts. A second new piece of state legislation, SB 1152, requires each hospital to include a written homeless patient discharge planning policy and process within a hospital's discharge policy. This bill was signed into law in 2018 and goes into effect on July 1, 2019. This new law provides the County the opportunity to standardize and coordinate its hospital discharge policies. In addition, this work can help spur discussions with other systems around discharge planning and be used as a template for engaging partners around this topic.

Yolo County is in a position to utilize both pieces of legislation to improve health and homelessness service delivery and partnerships, which ultimately will help improve coordination at the provider level and lead to improved outcomes for clients.

⁷⁵ Elica Health Centers, Health on Wheels: <https://www.elicahealth.org/health-on-wheels.html>.

Goal 4: Examine Systems Level Coordination

With multiple jurisdictions and service providers, the Yolo County system of care contains many components and partners. These partnerships require coordination in order to be successful. The prior goals incorporate elements of coordination, but this goal explicitly focuses on examining how to better coordinate and strengthen partnership efforts in order to improve service delivery, funding, and policy opportunities. Yolo County will qualitatively look at the following measures to assess whether systems level coordination and partnering is improving:

1. Increase in partners' awareness of the homelessness services offered across the County and cities.
2. Increase funding coordination across the County for homelessness services and housing development.

While these measures of success cannot be quantified through data that is currently collected, they can be measured through surveying and interviewing partners over the next three years to determine what current perceptions of coordination are, what additional improvements could be made, and whether progress is being made toward this goal.

Strategy 4.A. Leverage the Continuum of Care Structure to Strengthen Coordination and Partnerships.

Action Step 4.A.1: Utilize HPAC to review current coordination and partnership efforts. Yolo County's CoC, HPAC is a natural place for coordinating and strengthening partnerships around homelessness services and housing. Using HPAC as the convener, the CoC will review its current coordination efforts and partner engagement to determine how well coordination is happening currently. Over the next year, HPAC will reach out to partners via survey and interviews to determine what current perceptions of coordination are and what are opportunities for improvement. HPAC will also engage with cities, who have already begun meeting at the homeless outreach coordinator-level, to assess their thoughts on how to better coordinate across the entire County.

Action Steps 4.A.2 and 4.A.3: Look at how other CoCs in California partner and create a set of recommendations for increased partnership. HPAC will also research other potential models for improved coordination, looking to how other CoCs in California and across the country have approached CoC organization and coordination. Improved coordination and partnership will be assessed with an eye toward improving how direct services are coordinated, current and new funding applications and allocations are coordinated, and how policy coordination can be utilized to improve homelessness and housing services across the entire County. The County's Coordinated Entry System is another lens that will be utilized to assess opportunities for improvement. These efforts will be exploratory over the next three years, with follow-up action steps developed to reflect initial findings.

VII. Conclusion

Yolo County has a strong homeless system of care with an extensive network of providers throughout the County and across its cities that are working to deliver services and connect

Yolo County Plan to Address Homelessness

individuals and families with housing. While the system has a number of strengths there are also areas in need of improvement. By focusing on shoring up and expanding the County's crisis response and prevention services, working toward developing new affordable housing for those at the lowest end of the income spectrum, investing in services to stabilize physical and behavioral health, and improving coordination among all partners, the County will see tangible improvements in its larger homeless system of care. Making progress in each of these areas will help further strengthen the system, working toward comprehensively meeting the needs of those most vulnerable.

Appendix A. Acknowledgements

HHSA would like to thank the following partners for their assistance in compiling this County Homelessness Plan (the Plan), and for their dedication in moving toward our shared goal of ending homelessness.

- County and City Representatives
 - City of Davis
 - City of West Sacramento
 - City of Winters
 - City of Woodland
 - Yolo County Health and Human Services Agency (HHSA)
- County Health Plans & Health Care Providers
 - Local Hospitals – Dignity Health/Woodland Memorial Hospital and Sutter Health/Sutter Davis Hospital
 - CommuniCare Health Centers
- Criminal Justice
 - City of Davis Police Department
 - City of West Sacramento Police Department
 - City of Winters Police Department
 - City of Woodland Police Department
 - Yolo County District Attorney’s Office
 - Yolo County Sheriff’s Office
- Education
 - Local School Districts
 - Yolo County Office of Education
- Housing and Homeless Service Providers
 - Davis Community Meals and Housing
 - Davis Opportunity Village
 - Downtown Streets Team
 - Empower Yolo/Family Resource Center
 - Fourth and Hope
 - Interfaith Rotating Winter Shelters (Davis and Woodland) and Mercy Coalition (West Sacramento)
 - Resources for Independent Living
 - Rural Innovations in Social Economics (RISE)
 - Shores of Hope
 - Turning Point Community Programs
 - Volunteers of America (VOA)
 - U.S. Department of Veterans Affairs (VA) Health Care
 - Yolo Community Care Continuum
 - Yolo Conflict Resolution Center
 - Yolo County Children’s Alliance
 - Yolo Healthy Aging Alliance
- Local Homeless Continuum of Care
 - Members of the Yolo County Homeless and Poverty Action Coalition (HPAC)
- Public Housing Authority
 - Yolo County Housing
- Representatives of Family Caregivers of Persons Living with serious mental illness (SMI)

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- National Alliance on Mental Illness (NAMI) Yolo
- Other Valuable Partners
 - Legal Services of Northern California (LSNC)
 - Meals on Wheels Yolo County
 - Yolo Adult Day Health Center
 - Yolo County Library
 - Yolo Food Bank

Appendix B. Solutions At-A-Glance

The chart below provides an overview of the solutions and actions steps outlined above and a time frame for completing these actions. The “Lead(s)” column is intentionally left blank and will be used by partners to help assign leadership for each strategy and action step in the coming months.

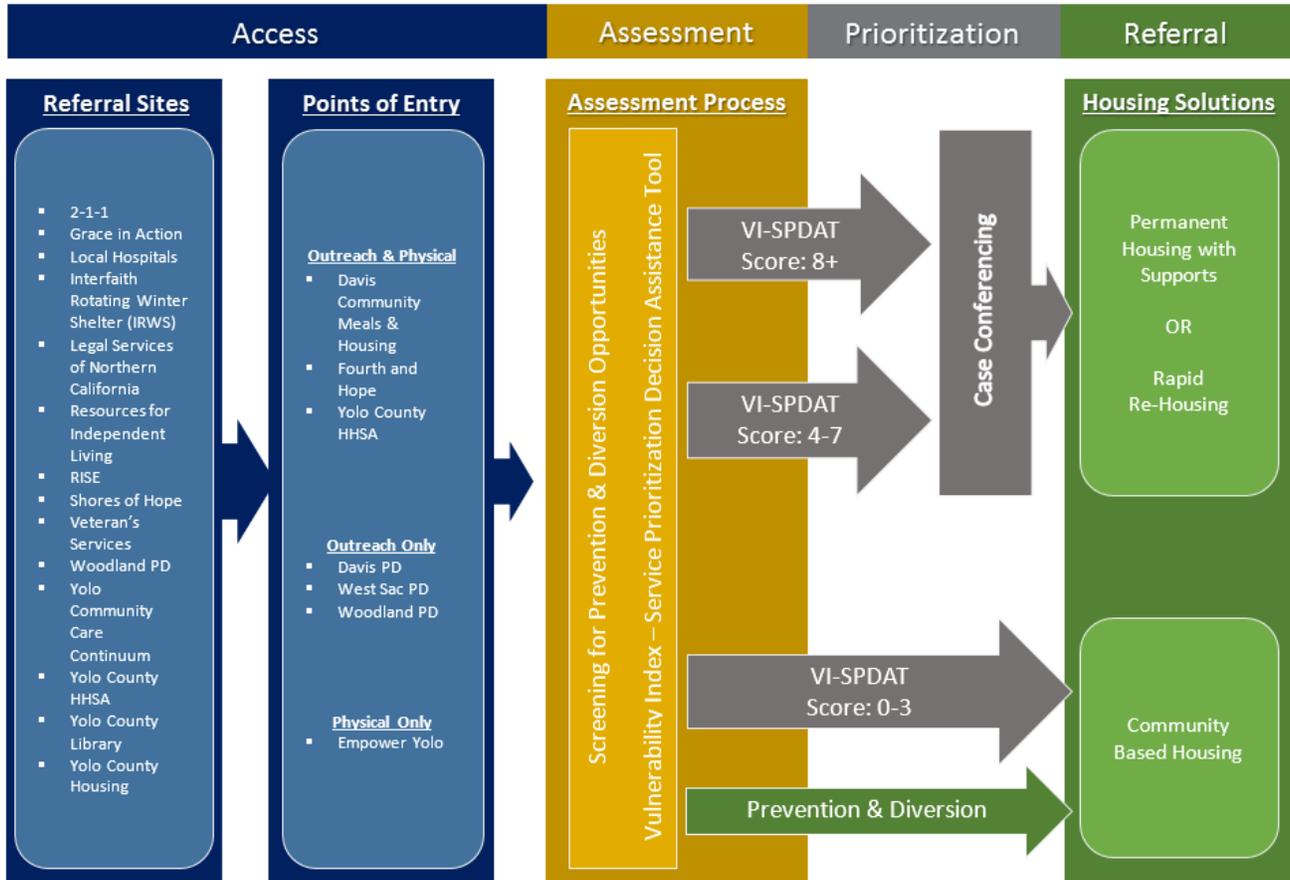
Goal 1. Strengthen the Homeless Crisis Response System, Developing Prevention Services			
Strategy	Action Steps	Timeframe	Lead(s)
1.A. Map the homeless crisis response system and Prevention Resources Available.	<ol style="list-style-type: none"> 1. Map and Generate List of Homeless Crisis Response Services 2. Conduct Sequential Intercept Mapping 	<ol style="list-style-type: none"> 1. Year 1 2. Years 1-3 	
1.B. Leverage new state funding sources to invest in prevention and crisis response services.	<ol style="list-style-type: none"> 1. Apply for additional CESH and HEAP money as available 2. Consider utilizing SB 2 funding for investing in crisis response system 	<ol style="list-style-type: none"> 1. Year 1 2. Years 1-3 	
1.C. Develop and pilot an early identification tool to assess those in need of prevention services.	<ol style="list-style-type: none"> 1. Coordinate partners and identify existing tools 2. Develop/adapt screening tool 3. Partner with providers to pilot 	<ol style="list-style-type: none"> 1. Year 1 2. Years 1-2 3. Years 2-3 	
Goal 2. Increase affordable housing options for the most vulnerable			
Strategy	Action Steps	Timeframe	Lead(s)
2.A. Invest in alternative housing models to more efficiently develop affordable housing.	<ol style="list-style-type: none"> 1. Identify alternative housing models to focus on piloting 2. Review existing zoning laws and fees 3. Partner with City Planning Departments to pilot 	<ol style="list-style-type: none"> 1. Year 1 2. Years 1-2 3. Years 2-3 	
2.B. Create public-facing resource materials that outline the benefits of affordable housing development.	<ol style="list-style-type: none"> 1. Create an FAQ-like document to outline the benefits and need for affordable housing development 	<ol style="list-style-type: none"> 1. Year 1 	
2.C. Explore options for a local funding source for affordable housing development.	<ol style="list-style-type: none"> 1. Review successful local funding measures 2. Meet with County and City Leadership to discuss options for Yolo County 3. Develop local funding proposal for Yolo County 	<ol style="list-style-type: none"> 1. Year 1 2. Years 1-3 3. Year 3 	

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Goal 3. Stabilize and maintain physical and behavioral health for those with the highest needs			
Strategy	Action Steps	Timeframe	Lead(s)
3.A. Increase access to mobile and co-located health services.	<ol style="list-style-type: none"> 1. Map current mobile health outreach and co-located services 2. Identify areas of need 3. Expand mobile health outreach and co-located services 	<ol style="list-style-type: none"> 1. Year 1 2. Year 1 3. Years 2-3 	
3.B. Improve connections between health and housing efforts.	<ol style="list-style-type: none"> 1. Utilize AB 210 to improve information sharing between agencies 2. Utilize SB 1152 to create and standardized hospital discharge policy 3. Engage with other system's discharge efforts 	<ol style="list-style-type: none"> 1. Years 1-2 2. Year 1 3. Years 2-3 	
Goal 4. Examine systems level coordination, identifying opportunities for improved partnership			
Strategy	Action Steps	Timeframe	Lead(s)
4.A. Leverage the Continuum of Care structure to strengthen coordination and partnerships.	<ol style="list-style-type: none"> 1. Utilize HPAC to review current coordination and partnership efforts 2. Look at how other CoCs in California partner 3. Create a set of recommendations for increased partnership 	<ol style="list-style-type: none"> 1. Year 1 2. Year 1 3. Year 2 	

Appendix C. Overview of Yolo Coordinated Entry System

YOLO COUNTY COORDINATED ENTRY SYSTEM



1/23/2019



ASSESSMENT OF
Yolo County
HOMELESS SYSTEM
GOVERNANCE

By the Technical Assistance Collaborative

September 2019



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INTRODUCTION

In January of 2019, California's Department of Housing and Community Development (HCD) presented the opportunity for Continuums of Care (CoC) and Counties across the state to request technical assistance (TA) in three different areas of focus: capacity building, housing first, and housing stability. Eligible recipients of this technical assistance included those CoCs and Counties that were direct recipients or administrators of California's Emergency Solutions Grant Program (ESG) or No Place Like Home funding. In February, the Yolo County Health and Human Services Agency (HHSA) requested capacity building technical assistance on behalf of the local CoC, Homeless Poverty and Action Coalition (HPAC). Technical Assistance Collaborative (TAC) was the firm assigned to this engagement.

The main purpose of the TA engagement was to assess the current homeless system governance structure countywide, with a primary focus on the CoC's governance structure, and identify areas of improvement to ensure an effective system-wide response to ending homelessness within the community. As part of this assessment, TAC performed the following activities:

- Review of relevant CoC documents and data including the Governance Charter, Point-in-Time Count, Housing Inventory Chart, System Performance Measures, and Coordinated Entry Policies & Procedures
- Conducted an online survey of CoC Membership (see attachment A)
- Presented survey results at CoC meeting
- Obtained additional stakeholder feedback through 10 individual one-on-one interviews (see attachment B)
- Facilitated an onsite meeting with the Technical Subcommittee
- Participated in biweekly check-in calls with Yolo County HHSA staff

This document summarizes key findings from the engagement and includes specific recommendations on structural changes that could improve the overall functioning of the CoC and homeless services system as a whole.

BACKGROUND ON CoC GOVERNANCE AND RESPONSIBILITIES

In 2009, the United States Department of Housing and Urban Development (HUD) created the CoC Program to fund projects with the goal of ending homelessness. Prior to the establishment of the CoC Program, HUD required that communities submit a single application for McKinney-Vento Homeless Assistance Grants in order to streamline the funding application process. While this application process laid the groundwork for a coordinated community response to homelessness, it did not require that communities formalize those planning bodies to establish a CoC. The work to end homelessness often took place in silos, with multiple entities promoting differing priorities in the same community despite a single funding application. Understanding that community-wide commitment and participation are essential in any planning process, HUD envisioned that CoCs would serve as the vehicle in which intergovernmental, cross-system, and multi-partner collaboration would drive the efforts.

Because there is such geographic and demographic variance across CoCs, HUD has given communities a great deal of flexibility in determining the best structures for governing their homeless systems. One CoC may consist of a single city and county while others may span multi-county regions encompassing

several cities and towns. By allowing CoCs to tailor their homeless systems to meet the needs of their individual communities, it is HUD's vision that each CoC will promote the goal of ending homelessness through collaborative strategic planning that provides funding opportunities for housing and services providers and access to those resources for households experiencing homelessness.

A CoC's competitiveness to secure funds each year in the CoC Program funding competition is determined in part by its ability to meet the requirements of the CoC Program interim rule published in 2012. The CoC Program interim rule outlines a number of responsibilities required of the CoC related to establishing and operating the CoC. In order to ensure these responsibilities are carried out, CoCs must adopt a governance charter outlining how each of these responsibilities will be performed. CoCs have a great deal of flexibility in how to structure their governance, however the following formal entities are required to be established:

1. The CoC. This is the group organized to carry out the responsibilities required under the CoC Program. The group should be composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate.

2. The CoC Board. CoCs are required to establish a CoC Board to act on its behalf. The CoC Program interim rule contains only two requirements regarding the structure of the CoC Board. The two requirements are:

- a. Be representative of the relevant organizations and of projects serving homeless subpopulations; and
- b. Include at least one homeless or formerly homeless individual.

The CoC must also formally adopt and follow a written process to select the Board. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years. The CoC Program interim rule does not provide any additional requirements about the process that the CoC must use to select its board.

It is important to note that the CoC Program interim rule does not assign any responsibilities to the CoC Board. Instead, the CoC must assign responsibilities to the CoC Board and document these responsibilities in the CoC's governance charter. This allows CoCs the flexibility to have a CoC Board that better meet its local needs.

3. The Collaborative Applicant. The CoC must designate a collaborative applicant. The collaborative applicant is an eligible applicant responsible for compiling and submitting the application in response to the annual CoC Program NOFA on behalf of the CoC as well as applying for a grant for Continuum of Care planning funds on behalf of the CoC. Any additional duties assigned to the collaborative applicant must be documented in the CoC's governance charter.

4. The HMIS Lead. This is the entity designated by the CoC to operate the CoC's HMIS on the CoC's behalf.

The CoC may require additional organizations, workgroups, or subcommittees to help them carry out their responsibilities. If this is the case, the CoC has the authority to designate responsibility to another organization, subcommittee, or workgroup. All designations must be fully documented, and approved by the CoC, in the CoC's governance charter.

While these structures are required to compete for CoC Program funding, it is notable that these funds are

not the only stream of homelessness resources that require allocation through the CoC. Seeing the value in HUD’s vision of the CoC as a community’s homelessness planning body, many states have also elected to structure funding opportunities to flow through the CoC at the local level. The state of California has begun to move in this direction. For example, the California Emergency Solutions and Housing Program (CESH) provides funding for assistance to households experiencing and at risk of homelessness. CESH requires that eligible applicants for this funding source be designated by the CoC. In addition to CESH funding, other CA State-funded homeless resources that flow through the CoC include the Homeless Emergency Aid Program (HEAP) and the State’s federal allocation of the Emergency Solutions Grant (ESG). These resources represented approximately 1.6 million dollars of funding for people at-risk of or experiencing homelessness in Yolo County in FY18.

EXISTING HOMELESS SYSTEM GOVERNANCE STRUCTURES

The Homeless and Poverty Action Coalition, or HPAC acts as the Yolo County Continuum of Care and its membership is open to all parties interested in issues of homelessness. HPAC currently boasts a regular membership list of approximately 30 agencies. The CoC Board is comprised of a group of voting members who have attended at least six general meetings in the previous year and have also participated on a least one standing or ad hoc subcommittee. In addition, voting members must also represent one of the following parties:

- Community based organization whose mission pertains to issues of homelessness and poverty
- The County of Yolo
- Cities within the County of Yolo
- Homeless and/or formerly homeless persons; and
- Private companies whose interests pertain to issues of homelessness and poverty.

Voting membership is determined annually on October 31st. Outside of the requirement that voting membership be representative of the parties listed above, there are no additional selection criteria. The voting membership, or Board, are not formalized as a separate entity from the general membership and do not meet outside of the 8 general membership meetings convened each year. Approximately 18 of the 30 membership agencies hold voting membership and are considered part of the board.

In addition to the group of voting members, there are 3 elected positions on the leadership board (Chair, Vice-Chair and Secretary) as well as a Homeless Coordinator position (non-voting) who staffs the CoC. The Homeless Coordinator role is currently filled by a team of staff members from Yolo County Health and Human Services Agency (HHSA). This position is funded through a memorandum of understanding between Yolo County HHSA and the cities of Davis, West Sacramento, and Woodland, as outlined in Table 1. While the majority of the activities assigned to this position are eligible planning costs under the CoC Program Interim Rule, they are not currently being supported by a CoC Program planning grant. Planning grants allow for communities to request up to 3% of their total funding need, or an amount otherwise indicated by

Table 1: Homeless Coordinator Funding

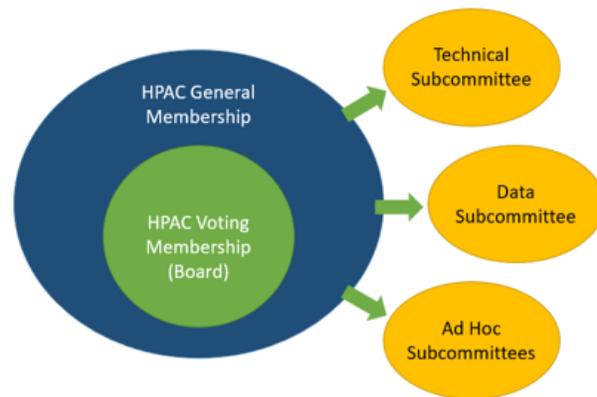
Jurisdiction	Contribution to Homeless Coordinator Position
City of Davis	\$10,000
City of West Sacramento	\$10,000
City of Woodland	\$10,000
Yolo County	\$5,000
Total	\$35,000

the applicable NOFA. HPAC's total CoC funding need amount during the FY2018 competition was estimated at \$524,011, meaning that a total of \$15,720 to support CoC planning activities could have been accessed had HPAC applied for the planning grant. The cost of the work being done to staff and support HPAC greatly exceeds the dedicated \$35,000 annually that is dedicated to fund it.

The role of the Collaborative Applicant and the HMIS Lead are both designated by the CoC to Yolo Community Care Continuum (YCCC). While YCCC is the designated entity in both these roles, Yolo County HHSA staff undertake a significant portion of the daily work associated with these roles. For example, Yolo County HHSA staff serve as the liaison between the HMIS administrator and users and provide technical support to users.

Beyond the required CoC entities in HPAC, there are two standing committees designated in the CoC Governance Charter: the Data Subcommittee and the Technical Subcommittee. The Data Subcommittee is primarily responsible for monitoring and addressing issues related to HMIS. The Technical Subcommittee has somewhat of a broad range with its role to focus on federal funding issues related to CoC and ESG. In addition to these two standing subcommittees, the CoC also establishes ad hoc committees to carry out duties. In the past, these have included a PIT committee and a ranking/review committee. A visual representation of the CoC structure can be seen in Figure 1.

Figure 1: HPAC Governance Structure Model



In addition to the work taking place at HPAC, there is local homelessness planning taking place among other entities. Each of the four cities that comprise Yolo County; Woodland, Davis, West Sacramento, and Winters, are engaged in local homelessness planning efforts within their jurisdictions. Recently, these four cities and a broad continuum of local agencies worked collaboratively with the County to draft a 3-year plan to end homelessness in order to secure No Place Like Home funding from the State of California. This funding supports the development of permanent supportive housing for people with mental health disabilities who are experiencing or at risk of chronic homelessness. Additionally, there is an Executive Commission on Ending Homelessness in Yolo County that is comprised of elected officials and an HPAC representative. This commission, supported by Yolo County Housing, meets quarterly with the goal of furthering a 10-year plan to end homelessness in the community. The Executive Commission was originally convened to move the plan through implementation, however, it remained inactive for several years until recently and is not tied to any funding source. A visual of the current Yolo County Homeless System Governance can be seen in Figure 2 on the following page.

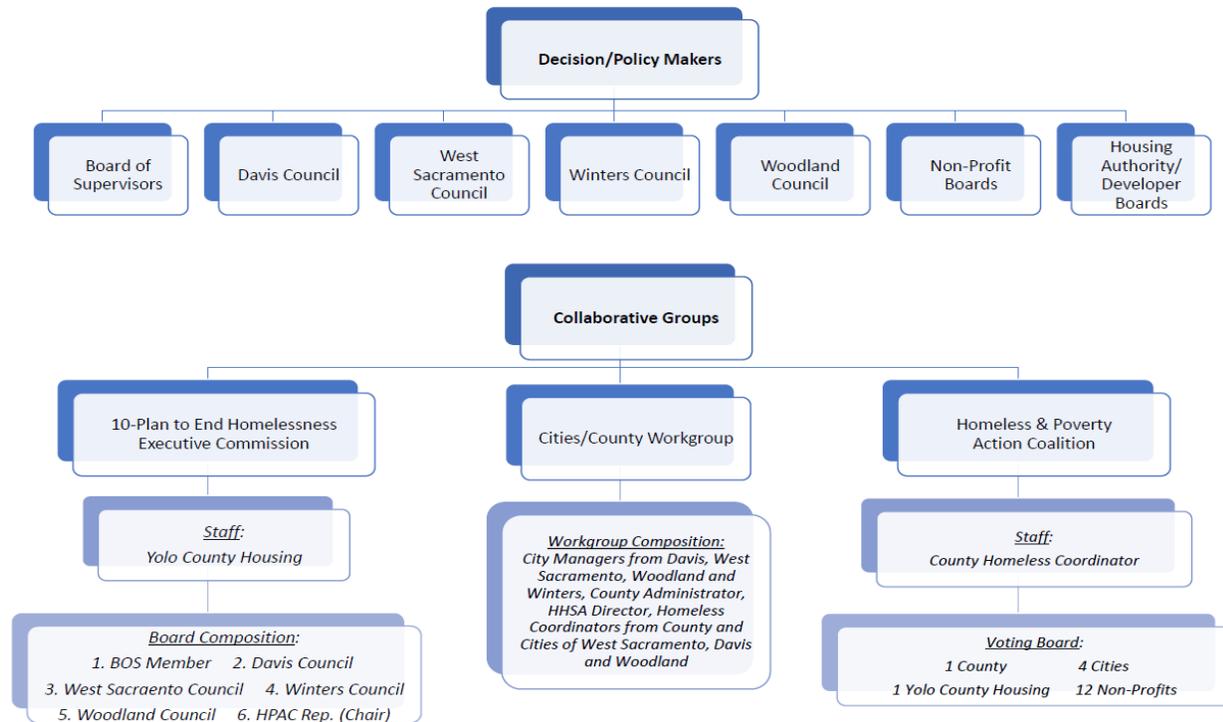
KEY THEMES AND CHALLENGES

While significant efforts are taking place to end homelessness across Yolo County, a number of issues were identified within the existing countywide governance structure that prevent the community from implementing a systemic and coordinated effort to ending homelessness.

Lack of Clarity on Roles/Responsibilities

In order to ensure an effective CoC governance model, each CoC member, Board member and other

Figure 2: Yolo County Homeless System Governance



designated entities should clearly understand their role as well as others’ roles within the CoC. Although the governance charter establishes the formal entities required by the CoC Program interim rule, it does not clearly define what each of the responsible tasks are of each entity. A review of the governance charter shows that many of the responsibilities required of the CoC are not formally tasked to any one entity within the CoC. This has resulted in many responsibilities being undertaken by the technical subcommittee and in some cases not being performed at all. The following table outlines each of the CoC responsibilities and the entity responsible for each responsibility based on a review of the Charter and discussions with the technical subcommittee.

Table 2: CoC Responsibilities and Responsible Party

Continuum of Care Responsibilities			
Regulation	Responsibility	Is this happening?	Responsible Party
Operate the CoC			
578.7(a)	Hold meetings of the full membership, with published agendas, at least semi-annually	Yes	Homeless Coordinator staffed through Yolo County HHSA
578.7(a)	Issue a public invitation annually for new members to join within the geographic area	Yes	Homeless Coordinator staffed through Yolo County HHSA
578.7(a)	Adopt and follow a written process to select a CoC Board and review, update, and approve at least once every 5 years	Yes	Technical Subcommittee
578.7(a)	Appoint additional committees, subcommittees, or workgroups	Yes	HPAC General Membership
578.7(a)	Adopt, follow, and update annually a governance charter in consultation with the collaborative applicant and HMIS lead	Yes	Technical Subcommittee

Table 2 (continued): CoC Responsibilities and Responsible Party

Regulation	Responsibility	Is this happening?	Responsible Party
Performance Targets and Monitoring			
578.7(a)	Establish performance targets appropriate for population and program type in consultation with recipients, subrecipients	No/Unclear	Technical Subcommittee Yolo County HHSA Staff
578.7(a)	Monitor recipients and subrecipients performance, evaluate outcomes and take actions against poor performers	No/Unclear	
578.7(a)	Monitor recipients/subrecipients performance and outcomes of ESG and CoC programs, and report to HUD	Unclear	Technical Subcommittee Yolo County HHSA Staff
Coordinated Entry			
578.7(a)	Establish and operate a centralized or coordinated assessment system in consultation with recipients of ESG funds	Yes	Technical Subcommittee
578.7(a)	Establish and follow written standards for providing CoC assistance in consultation with recipients of ESG funds.	Yes	Technical Subcommittee
Homeless Management Information System (HMIS)			
578.7(b)	Designate a single HMIS for its geographic area and designate an eligible applicant to manage its HMIS	Yes	HPAC General Membership
578.7(b)	Review, revise and approve privacy, security, and data quality plans	Yes	Data Subcommittee & Yolo County HHSA Staff
578.7(b)	Ensure consistent participation of recipients/subrecipients in HMIS	Yes	Yolo County HHSA Staff
578.7(b)	Ensure that the HMIS is administered in compliance with HUD requirements	Yes	Data Subcommittee & Yolo County HHSA Staff
Planning			
578.7(c)	Coordinate implementation of a housing and service system	Somewhat	Yolo County HHSA Staff
578.7(c)	Conduct, at least biennially, a PIT count of homeless persons that meets HUD's requirements	Yes	Ad hoc Subcommittee appointed by HPAC General Membership
578.7(c)	Conduct an annual gaps analysis of homelessness needs and services	Unclear	Yolo County HHSA Staff HPAC General Membership
578.7(c)	Provide information required to complete the Con Plan (s)	Yes	Yolo County HHSA Staff
578.7(c)	Consult with State and local ESG recipients in the geographic area on the plan for allocating ESG funds and reporting/evaluating performance of ESG programs	Yes	Yolo County HHSA Staff
Annual Application for CoC Funds			
578.9(a)	Design, operate, and follow a collaborative process for the development of applications and approve submission of applications in response to a CoC Program NOFA	Yes	Technical Subcommittee HPAC General Membership
578.9(a)	Establish Priorities for funding projects	Unclear/No	
578.9(a)	If more than one application, designate the collaborative applicant	Yes	HPAC General Membership
NOFA	Rank multiple applications if required by NOFA	Yes	Ad hoc Subcommittee

Table 2 (continued): CoC Responsibilities and Responsible Party

Regulation	Responsibility	Is this happening?	Responsible Party
Collaborative Applicant			
578.9(a)	The collaborative applicant must collect and combine the required application information from all projects within the geographic area and will apply for funding for CoC planning activities. If the CoC is an eligible applicant, it may designate itself.	Yes	Yolo Community Care Continuum, with staffing support from Yolo County HHSA
CoC Board			
578.5(b)	Establish a board to act on its behalf that is representative of the relevant organizations and of projects serving homeless subpopulations within the CoC geographic area and that includes at least one homeless or formerly homeless individual to act on its behalf	Yes	HPAC Voting Membership
578.5(b)	No CoC board member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents	Yes	HPAC Voting Membership

As the table shows, a large portion of the duties are currently being undertaken by the Technical Subcommittee. While the Homeless Coordinator and additional Yolo County HHSA staff are supporting the committee, this is a significant amount of work to be placed on one committee. It requires that committee members be well-versed in multiple subject matters and increases the likelihood that capacity issues will arise in performing all work at a high-level. During a group discussion with the Technical Subcommittee, it was apparent that some key CoC responsibilities were not being performed at a level needed to achieve improved outcomes. These include the following responsibilities:

- Setting Performance Targets and Monitoring System and Project Performance
- Developing a plan for coordinating the implementation of a housing and service system
- Conducting an annual gaps analysis of homelessness needs and services
- Establishing funding priorities for projects

Capacity issues are also an issue for the Data Subcommittee. It was noted during the onsite visit that this committee hasn't convened as regularly as expected which results in some of the work then being taken on by the Technical Subcommittee or directly by Yolo County HHSA staff. It's important to highlight part of the problem is a lack of participation from all CoC members on committees leading to the same members on both committees.

One other area that demonstrates a lack of clarity on roles and responsibilities is the role of the County serving as the homeless coordinator as well as providing substantial operational support in fulfilling the obligations of the Collaborative Applicant and HMIS Lead (YCCC). The County carries out the primary day-to-day activities associated with these roles. While YCCC does provide some oversight of these activities, this additional layer of oversight seems duplicative and inefficient. One area of concern related to this set-up is the fact that the CoC chose not to pursue a planning grant in the last CoC funding round. This is essentially "free" money and many of the tasks performed by the County would be eligible under a CoC planning grant.

Need for comprehensive, coordinated Strategic Planning

As noted earlier, multiple planning efforts are taking place across the County. However, these efforts have not been effectively coordinated resulting in fragmented strategies that are not fully aligned or

implemented across the homelessness response system. While some of these efforts may have resulted in a positive impact for one project or one area, planning should be happening through a system-wide lens so that all strategies are aligned and have their intended impact across the County. Right now, the multiple planning groups in place (HPAC, City jurisdictions, the Executive Commission) are operating in silos with little to no structured coordination. This translates to a lack of clarity around the community's vision for ending homelessness and how that progress is being evaluated.

It was evident from discussions that some City staff are not fully informed on the role of HPAC and some HPAC members were unaware of the existence of the Executive Commission or its intended purpose. Some of those familiar with the Executive Commission highlighted that the group has been somewhat ineffective in moving the County towards a common vision of ending homelessness. It was noted that the 10-year plan that was formed under that leadership had not been reviewed or updated over the years. The Executive Commission was not created under any specific authority and does not have any by-laws established which may have impacted its ability to drive progress.

Without a common vision and strategy leading the full homelessness response and the various systems that interact with those experiencing homelessness (Healthcare, Criminal Justice, Education, etc.), it is unlikely that system changes necessary to significantly decrease homelessness will take place. Key areas that should be included as part of strategic planning are data analysis, identification of housing and service gaps, implementation of coordinated entry, principles of housing first, and establishing priorities for funding.

The lack of set funding priorities and identified system gaps was an issue observed in both the CoC governance structure as well as the planning happening at the County and City levels. Currently, when funding streams become available, an ad-hoc application process ensues that does not always allow for the highest performing projects to be put forward or to ensure the most pressing needs are being addressed adequately across the full geographic area.

On a positive note, the recent Yolo County Plan to Address Homelessness created in January 2019, addresses some of the challenges noted above. It also specifically identifies one overarching goal to “examine systems level coordination, identifying opportunities for improved partnership.” While the plan itself is a solid framework for ongoing strategic planning efforts, it is unclear who is leading each of the goals and how progress on each goal will be evaluated.

Need for Monitoring and System Performance Evaluation

Currently, the CoC has not established a defined process for setting performance targets or evaluating system or project performance. A critical aspect of the CoC Program is a focus on viewing the local homeless response as a coordinated system of homeless assistance options as opposed to homeless assistance programs and funding sources that operate independently in a community. To ensure the CoC is meeting its goals as a coordinated system of care, it should regularly measure its progress in meeting the needs of people experiencing homelessness in the community. Without defined performance targets, it is unclear to providers and the community what performance expectations are and what the intended goals are in reducing and ending homelessness.

Through system and project performance evaluation, the CoC can identify areas of additional support needed (i.e. Housing First training) and whether specific interventions or system components are having their intended impact (i.e. successful CES placements).

It is not clear if project and/or system performance is evaluated for homelessness funding awarded at the County and City levels.

TAC RECOMMENDATIONS

TAC developed the following seven recommendations based on the key themes and challenges identified through our engagement. These recommendations are intended to improve specific areas of governance within the County's homelessness system allowing for a more effective and coordinated response.

Recommendations for CoC Governance

Recommendation #1: Expand on HPAC's existing governance charter to ensure that all operational aspects of the CoC including all requirements per HUD's CoC Program Interim Rule, are detailed explicitly in writing.

As noted earlier, the existing governance charter does not clearly articulate all of the roles and responsibilities within the CoC. Whether any of the additional recommendations are adopted or not, it is important that the Charter outline how each CoC responsibility is operationalized.

Recommendation #2: Expand existing committee/subcommittee structure within HPAC to ensure that all responsibilities of the CoC are being met efficiently, effectively, and with the appropriate CoC membership at the table.

The existing committee structure relies too heavily on the members of the Technical Subcommittee to perform a majority of the responsibilities within the CoC. This set-up does not allow for a high level of focus or expertise to be fostered and may be inhibiting the CoC from establishing best practices or more advanced approaches within specific areas. Two additional committees recommended are a Coordinated Entry Subcommittee and a Performance Monitoring & Evaluation Subcommittee. Additionally, it is important that additional efforts be made to address the capacity issues within the Data Subcommittee.

Recommendation #3: Shift the assignment of Collaborative Applicant to the Yolo County Health and Human Services Agency.

Given their role in existing planning efforts and the collection and submission of the CoC application, it is recommended that County take on formal role of the Collaborative Applicant. This should reduce some duplication of work and inefficiencies in administering the CoC planning grant.

Recommendation #4: Shift the assignment of the HMIS Lead to the Yolo County Health and Human Services Agency.

Similar to #3 above, with the County taking on much of the day-to-day activities of the HMIS Lead, TAC recommends that the County become the HMIS Lead entity to create greater efficiencies and clarity of responsibilities.

Recommendation #5: Conduct outreach necessary to ensure representation from all CoC stakeholders including persons with lived experience.

It is recommended that the CoC make targeted outreach efforts to ensure that its membership is representative of all relevant organizations in the CoC area including nonprofit homeless assistance providers,



victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans, homeless, and formerly homeless individuals. While many of these stakeholders are represented in the CoC membership, they may not all be playing an active role or participating in committees. The CoC should consider ways to consistently engage more members and ensure that all voices are being represented.

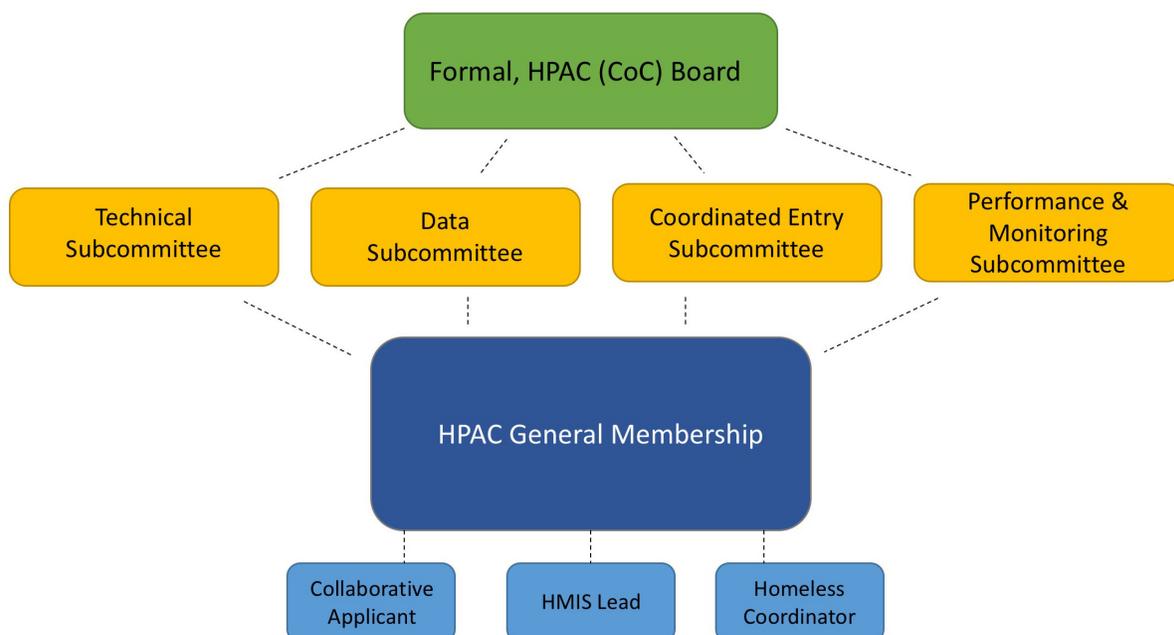
Recommendation #6: Create a new HPAC Board with the primary role to establish policies and funding priorities that align with the larger community strategic vision.

The current governance structure within HPAC does not allow for high-level discussion and planning efforts to take place at a leadership level. Currently, there isn't much distinction between those voting members who make up the board and other CoC members who attend general meetings. For the most part, the general meetings are a place to share information amongst providers and give updates on funding opportunities. TAC recommends the creation of a new, formalized HPAC Board that meets separately from the general membership with a focus on strategic planning and ensuring HPAC policies and funding align with the overall community vision.

It is suggested that members of the Board be selected to fill defined number of slots designated for specific representatives. It is also suggested that staggered term limits be established. For example, HPAC may determine that the board should be comprised of no more than 15 individuals representing the following organizations and bodies of government: local jurisdictions (4), County (2), law enforcement (1), Yolo County Housing (1), non-profit housing and services (4), individuals with lived experience (2), other member at large (1). Three-year board term limits are common in many CoCs.

In addition to overall strategic planning, the board would be responsible for overseeing the work of each of the committees within the HPAC and ensuring the CoC is meeting all of its responsibilities. The HPAC Board would also serve as a direct channel to any larger homeless system planning body established at the County level (See Recommendation 7). Figure 3 shows a visual of the recommended HPAC Governance Structure.

Figure 3: New HPAC Governance Structure



Recommendations for Yolo County Homeless System

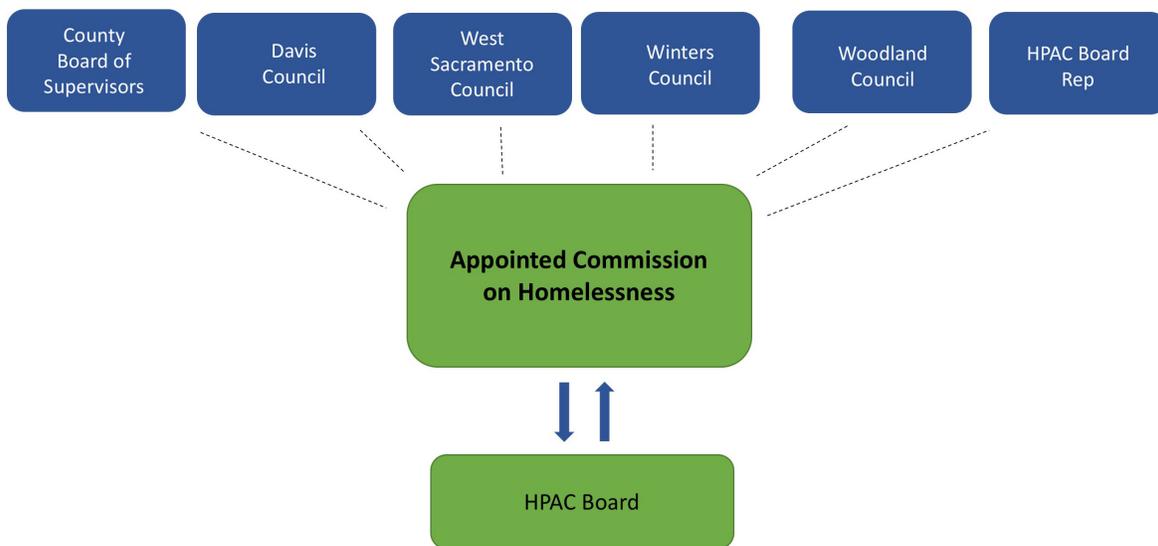
Recommendation #7: Create County-level Strategic Planning Body responsible for Creating and Implementing a Community-wide Vision for Ending Homelessness

One of the biggest gaps identified within the County’s homelessness system was a lack of clear and comprehensive strategic planning across the geographic area. While each local jurisdiction may have specific needs to address, it is necessary that planning efforts are streamlined as much as possible across jurisdictions and other governing bodies throughout Yolo County.

With the multiple systems that interact with people experiencing homelessness, it’s important that the County have one overarching planning body that develops and oversees a community-wide vision for ending homelessness. This body would be responsible for approving and overseeing any county-wide strategic plans to end homelessness (i.e. No Place Like Home Plan). As part of this, it is expected that this body would develop policy on a large range of issues impacting the homeless system including: coordination of housing and service delivery, cross-jurisdictional issues, development of homeless dedicated resources, establishing funding priorities, advocacy and public education efforts, and system level performance evaluation.

There are two potential structures that TAC recommends for this body. One structure is an appointed commission on homelessness which would include elected officials from the County, elected officials from each City, and a representative from the HPAC Board. It is important that HPAC is represented on this higher-level planning body to ensure a flow of information and knowledge at all levels. An example of this structure is shown in Figure 4.

Figure 4: Appointed Commission on Homelessness

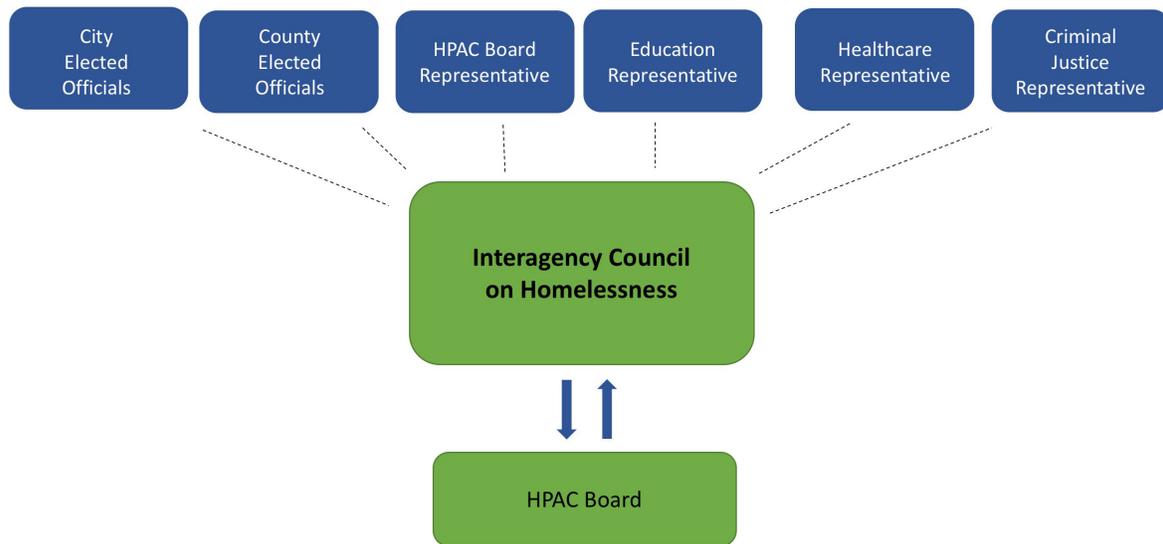


One benefit to the above structure is that it is similar to the Executive Commission and could therefore be more readily established.

Another potential structure that could be established is an Interagency Council on Homelessness. This type of structure uses a multi-stakeholder governance approach. It would include all of the members from the Appointed Commission (City/County elected officials and HPAC Rep) as well as members of other systems and sectors impacted by homelessness. This could include representatives from Education, Criminal Justice, and Healthcare. Similar to the previous example, this interagency council

would also collaborate directly with the HPAC board to ensure that any established vision or policy around ending homelessness is implemented at the ground level. An example of this structure is outlined in Figure 5.

Figure 5: Interagency Council on Homelessness



A significant benefit of this structure is that it allows for a greater amount of input from a diverse set of stakeholders that are impacted by homelessness. This would help to ensure that any decision-making around policy and planning is reflective of all community needs and perspectives. This structure may also assist with breaking down silos within different systems of care allowing for greater movement on issues like data sharing or discharge planning. One consideration of an interagency council on homelessness is that it may take longer to establish and would require commitment and buy-in from the different groups or systems being represented.

It is important to highlight that no matter what structure is chosen to serve as a county-wide strategic planning body, it should be clearly defined with its purpose and responsibilities outlined in by-laws or some other formal, written agreement.

CONCLUSION AND NEXT STEPS

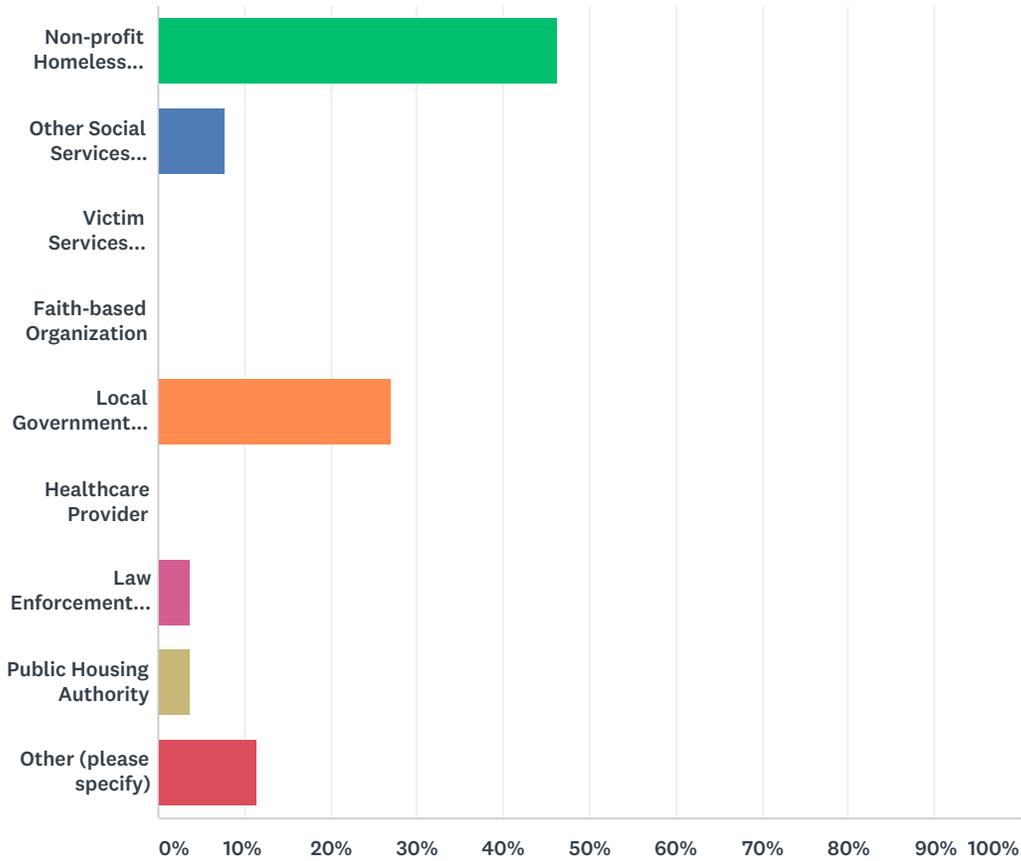
While a strong commitment to ending homelessness exists across the many stakeholders working within Yolo County's homelessness response system, there are some specific governance challenges that are inhibiting the ability to operate effectively as a comprehensive system. With the implementation of the recommendations noted in this report, it is expected that provider agencies, funders, City and County representatives, community members and other stakeholders will have a clear understanding of the community's vision and the different entities responsible for executing that vision.

If and how these recommendations are implemented will largely depend on whether the existing structures in place within HPAC and the County and City level agree to adopt them. We strongly recommend a convening of the relevant entities to discuss these recommendations in detail and determine the best path forward for the Yolo County Homeless System.

Attachment A: Yolo Survey Data

Q1 Which best describes your role as a member of HPAC/Yolo County CoC?

Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Non-profit Homeless Services Provider	46.15%	12
Other Social Services Provider	7.69%	2
Victim Services Provider	0.00%	0
Faith-based Organization	0.00%	0
Local Government Entity	26.92%	7
Healthcare Provider	0.00%	0
Law Enforcement Official	3.85%	1
Public Housing Authority	3.85%	1
Other (please specify)	11.54%	3
TOTAL		26

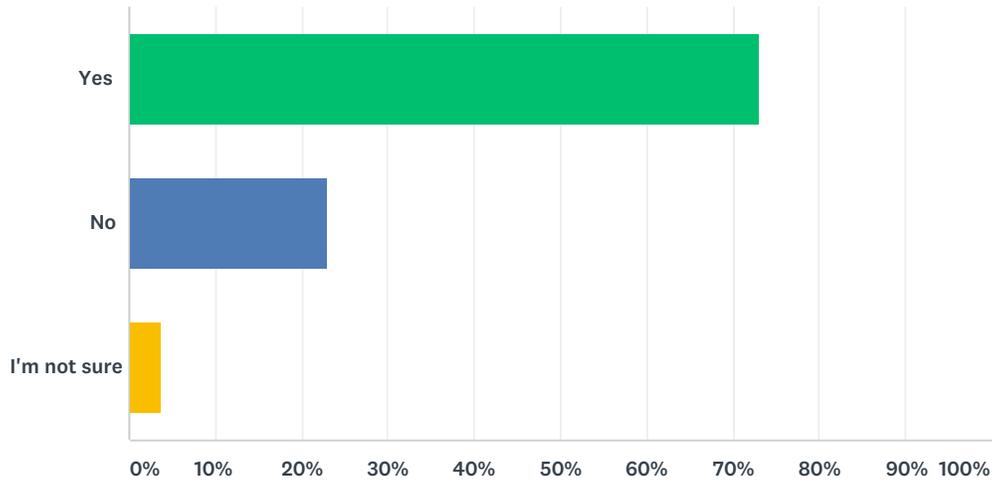
#	OTHER (PLEASE SPECIFY)	DATE
1	County government/staff to the CoC	6/18/2019 8:50 AM

Yolo County Capacity Building TA Survey

2	Community non-profit advocate and housing partner	6/10/2019 10:25 AM
3	Other Social Services Provider / Local Government Entity / Law Enforcement Entity / CoC Chair	5/30/2019 11:30 AM

Q2 Are you a part of the CoC's Board of Voting Members?

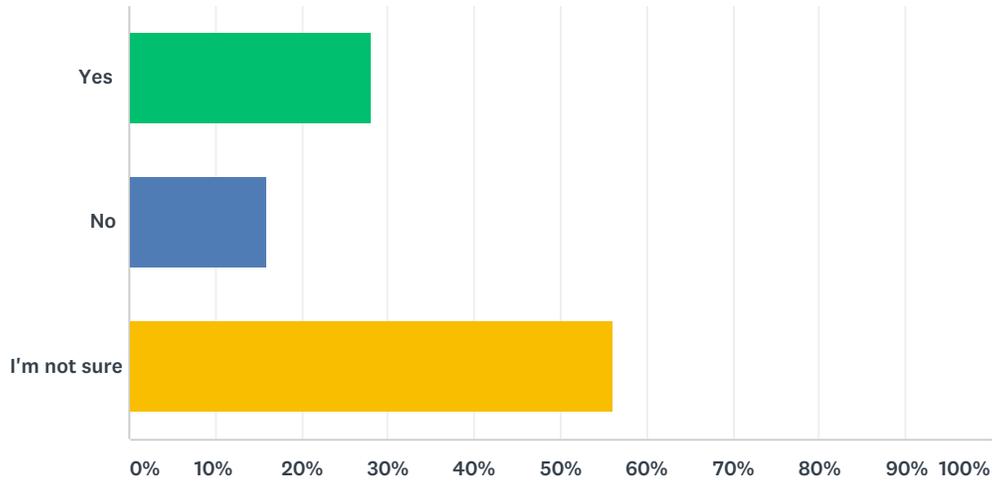
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	73.08%	19
No	23.08%	6
I'm not sure	3.85%	1
TOTAL		26

Q3 Are there any community stakeholders or other entities missing from CoC membership?

Answered: 25 Skipped: 1

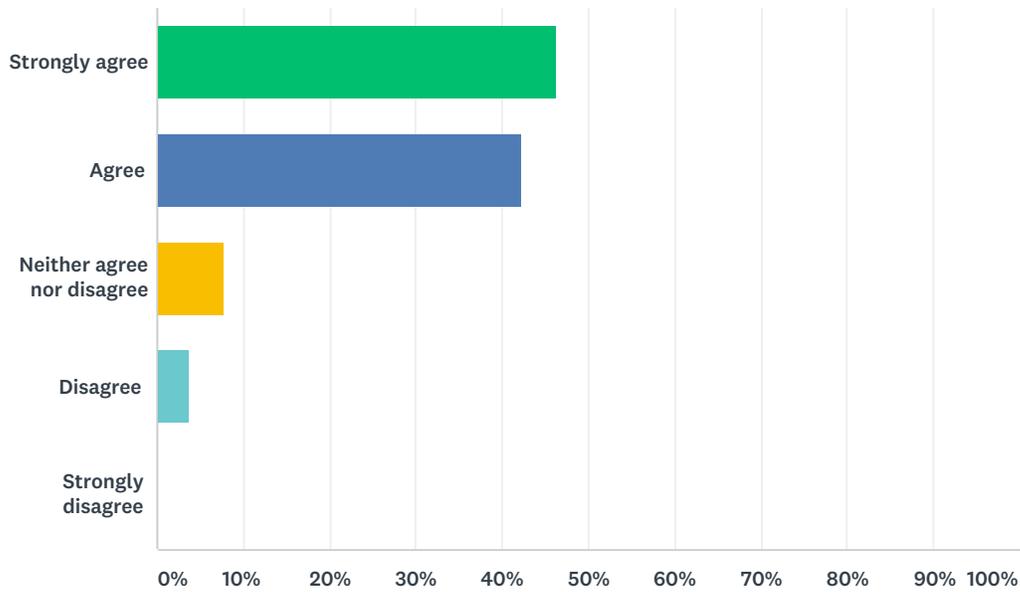


ANSWER CHOICES	RESPONSES	
Yes	28.00%	7
No	16.00%	4
I'm not sure	56.00%	14
TOTAL		25

#	IF YES, PLEASE EXPLAIN.	DATE
1	I believe the voting members should be elected officials from each City and County as well as one Provider representative	6/18/2019 2:42 PM
2	Individuals and families living homeless are not well represented	6/18/2019 8:50 AM
3	Clients utilizing our services	6/10/2019 10:53 AM
4	HPAC is inclusive and open to the public. I am not aware of any entities that should participate that are not engaged.	6/10/2019 9:11 AM
5	What about representatives from the Real Estate or Development community? Business community?	6/5/2019 12:18 PM
6	We have intermittent attendance at CoC meetings from the large health care providers (Sutter, Dignity, UC Davis Health). I think that with better collaboration between them and the CoC both groups would be better able to serve our mutual clients / patients.	5/30/2019 11:30 AM
7	Homeless Residents	5/30/2019 8:50 AM

Q4 Do you agree or disagree with the following statement: I have a strong understanding of my role as a member of the CoC.

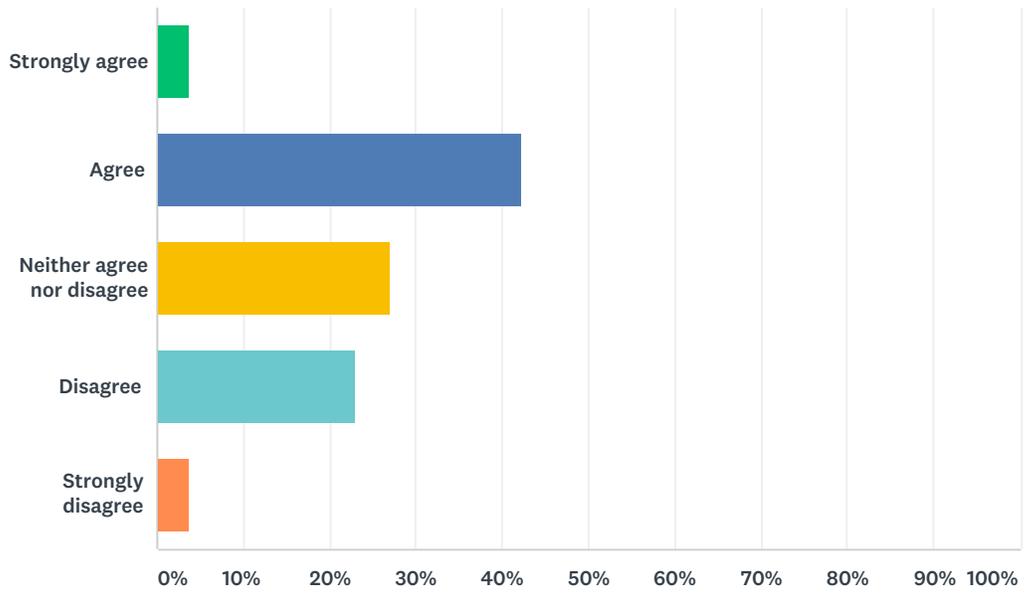
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.15%	12
Agree	42.31%	11
Neither agree nor disagree	7.69%	2
Disagree	3.85%	1
Strongly disagree	0.00%	0
TOTAL		26

Q5 Do you agree or disagree with the following statement: The roles and responsibilities of the CoC Collaborative Applicant, leadership, subcommittees, and general membership are clearly defined and understood by all members.

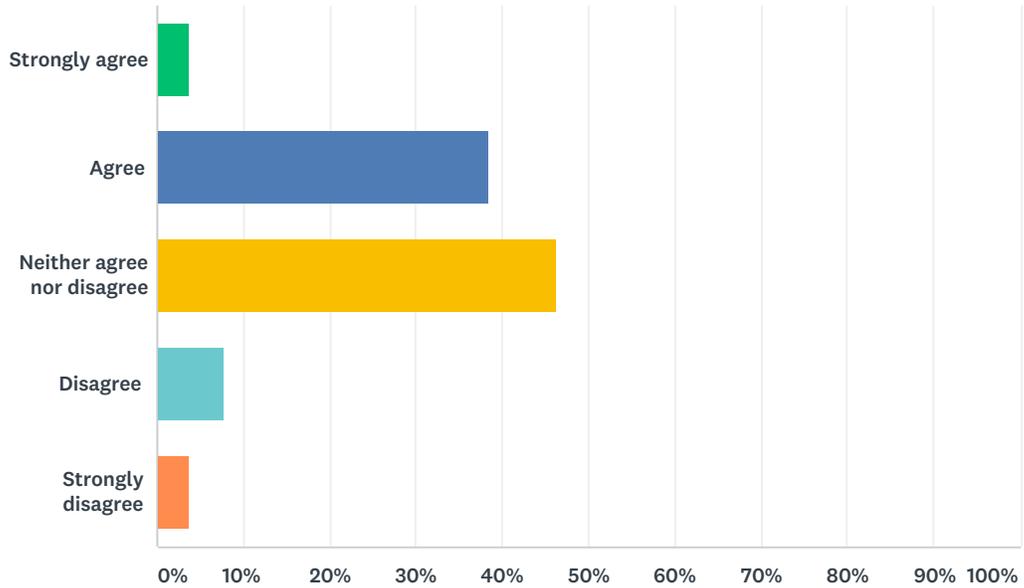
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	3.85%	1
Agree	42.31%	11
Neither agree nor disagree	26.92%	7
Disagree	23.08%	6
Strongly disagree	3.85%	1
TOTAL		26

Q6 Do you agree or disagree with the following statement: The CoC's governance functions in reality as it is described in writing in the CoC's Governance Charter.

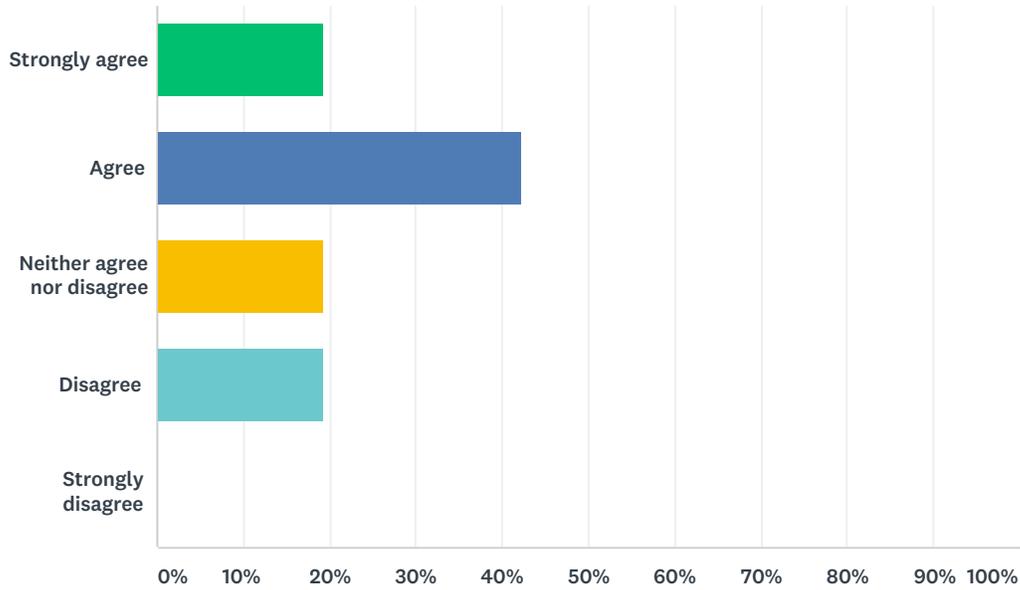
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	3.85% 1
Agree	38.46% 10
Neither agree nor disagree	46.15% 12
Disagree	7.69% 2
Strongly disagree	3.85% 1
TOTAL	26

Q7 Do you agree or disagree with the following statement: I have a strong understanding of the decision making process in the CoC as it relates to funding of projects and project performance evaluation.

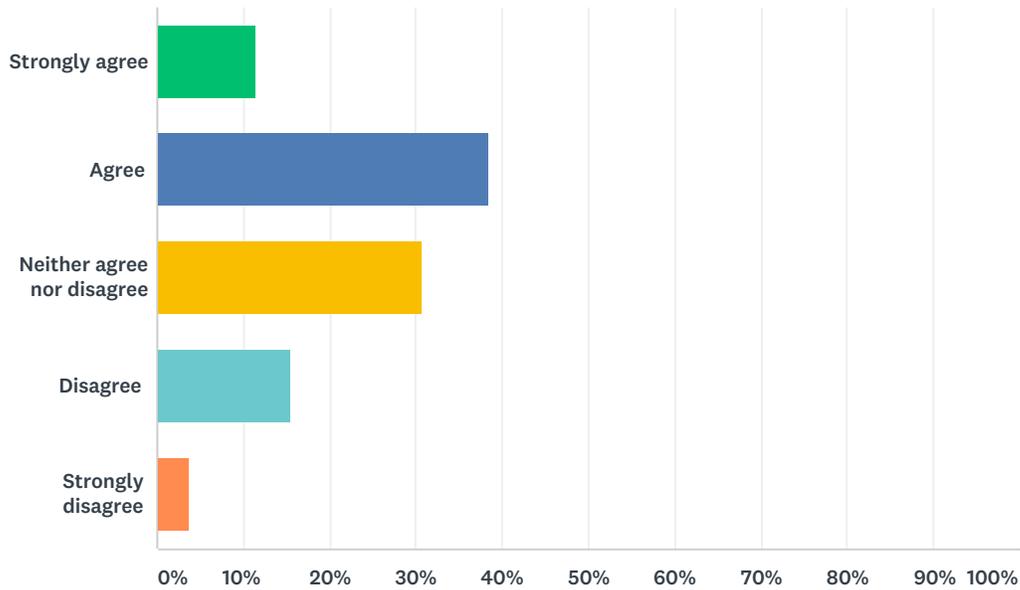
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.23%	5
Agree	42.31%	11
Neither agree nor disagree	19.23%	5
Disagree	19.23%	5
Strongly disagree	0.00%	0
TOTAL		26

Q8 Do you agree or disagree with the following statement: The current CoC decision-making structure allows for accurate reflection of the community’s needs as it works to end and prevent homelessness.

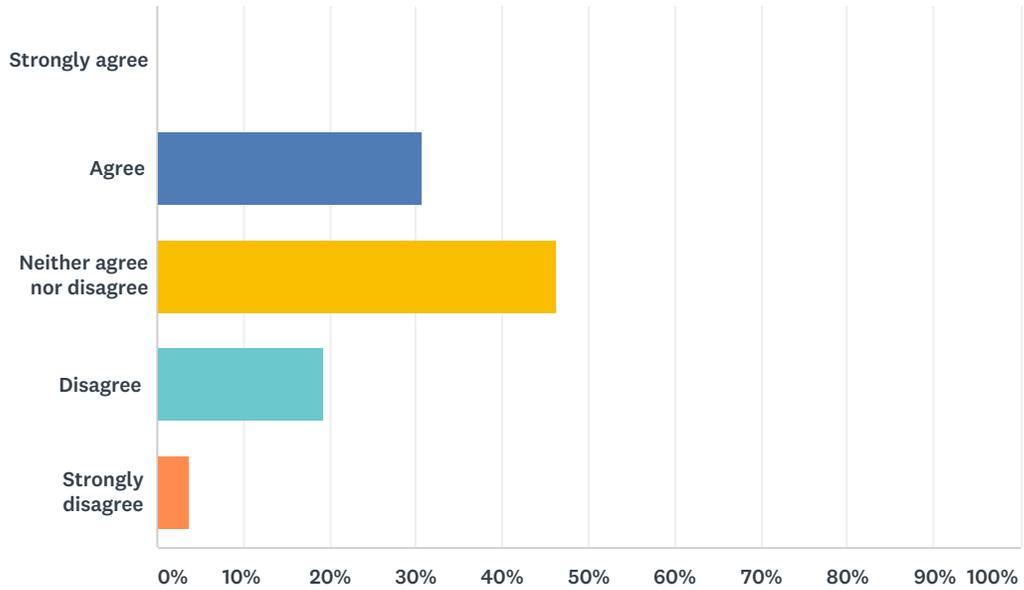
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	11.54% 3
Agree	38.46% 10
Neither agree nor disagree	30.77% 8
Disagree	15.38% 4
Strongly disagree	3.85% 1
TOTAL	26

Q9 Do you agree or disagree with the following statement: Data and review of system performance drive decision-making in the CoC.

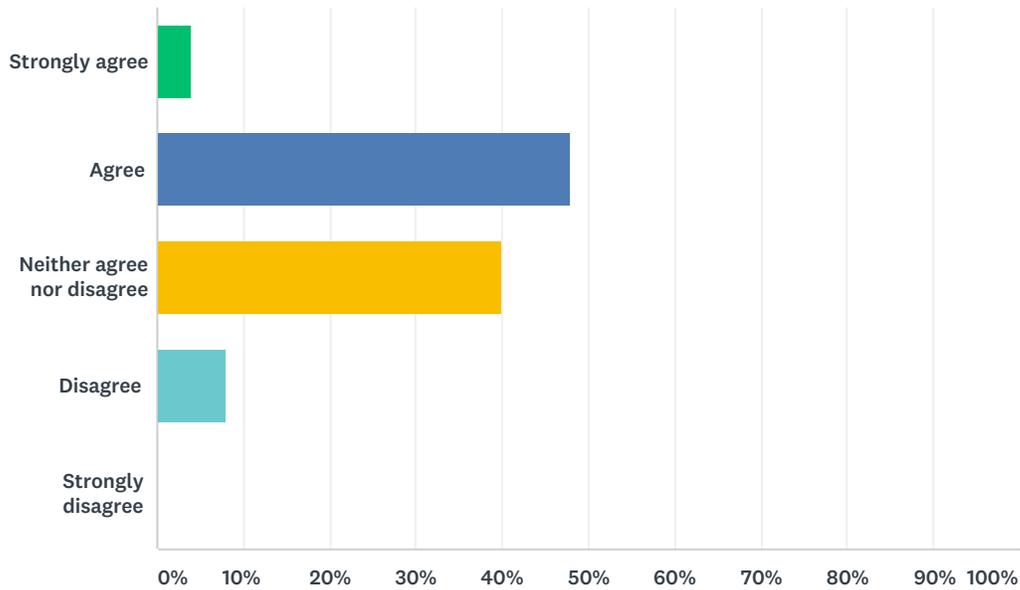
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	30.77%	8
Neither agree nor disagree	46.15%	12
Disagree	19.23%	5
Strongly disagree	3.85%	1
TOTAL		26

Q10 Do you agree or disagree with the following statement: The CoC has sufficient subcommittees to meet all CoC obligations and carry out related work.

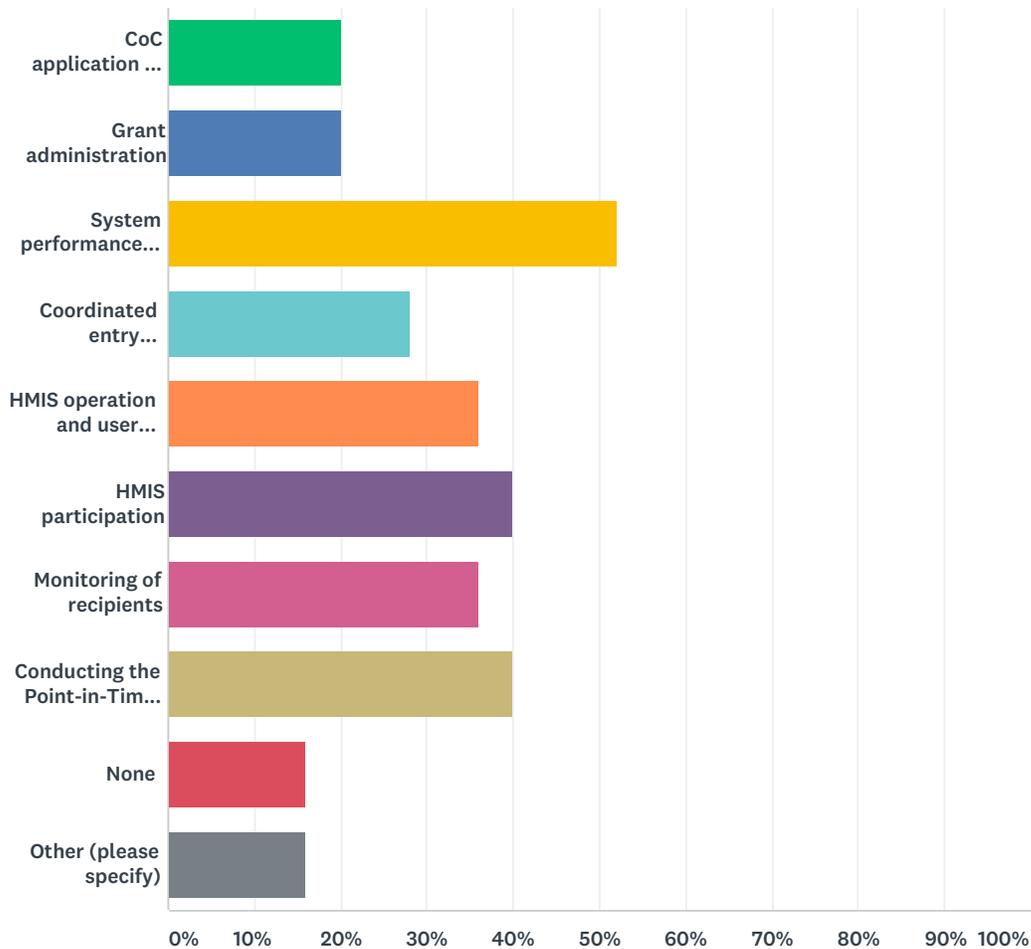
Answered: 25 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	4.00%	1
Agree	48.00%	12
Neither agree nor disagree	40.00%	10
Disagree	8.00%	2
Strongly disagree	0.00%	0
TOTAL		25

Q11 Are there any specific areas of the CoC governance and structure that you feel require strengthening? You may select more than one.

Answered: 25 Skipped: 1



ANSWER CHOICES	RESPONSES	
CoC application to HUD, including review/ranking of project applications	20.00%	5
Grant administration	20.00%	5
System performance evaluation	52.00%	13
Coordinated entry implementation	28.00%	7
HMIS operation and user support	36.00%	9
HMIS participation	40.00%	10
Monitoring of recipients	36.00%	9
Conducting the Point-in-Time Count	40.00%	10
None	16.00%	4
Other (please specify)	16.00%	4

Yolo County Capacity Building TA Survey

Total Respondents: 25

#	OTHER (PLEASE SPECIFY)	DATE
1	I think we should have a Board of non-conflicted representatives who have the authority to make all funding recommendations in line with community needs and best practices.	6/18/2019 2:42 PM
2	State grant review/ranking of applications	6/10/2019 10:25 AM
3	Local competitions for grants that go directly to the CoC need process improvements for transparency and consistency.	5/30/2019 11:30 AM
4	advocacy.....We need to spend more time and effort advocating for housing and other services for our population.	5/30/2019 10:49 AM

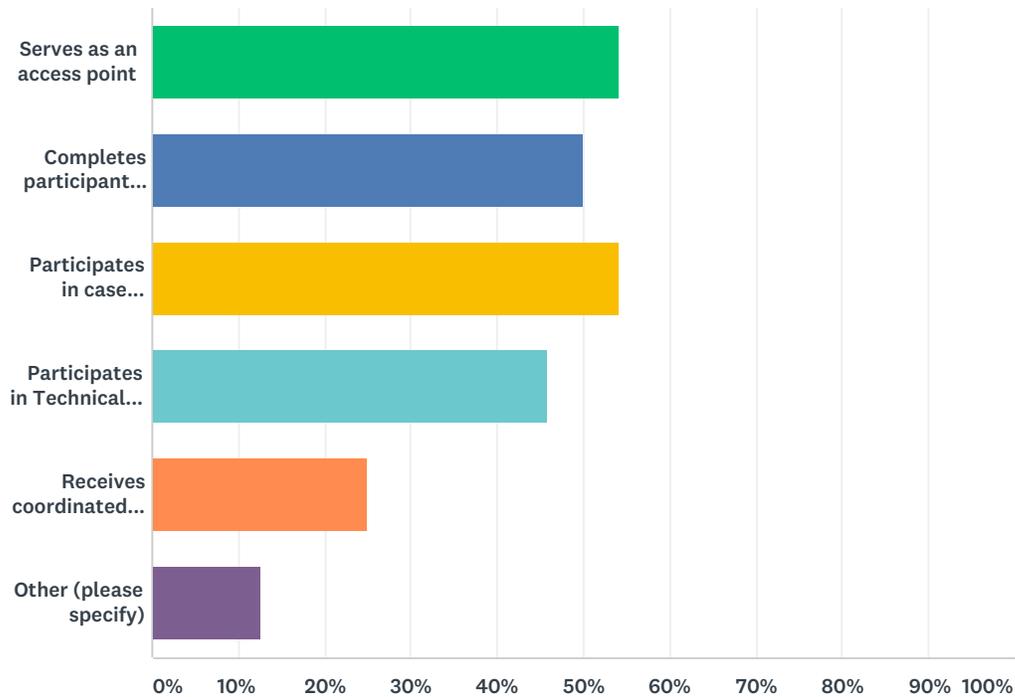
Q12 If you have any other comments, concerns, or questions related to the Yolo County CoC governance and structure as it might related to this capacity building TA engagement, please describe them here.

Answered: 7 Skipped: 19

#	RESPONSES	DATE
1	Role of HHSA has expanded which is mostly positive but does create some concerns.	6/20/2019 12:26 PM
2	The structure needs to be in a form of a JPA. The current program is too scattered.	6/20/2019 10:46 AM
3	I believe we need to move toward a Board of Directors of sorts for HPAC, comprised of elected officials from each jurisdiction, a provider representative, and a person with lived experience. This Board would have the final decision making authority around funding/programming in line with Action Plan and best practices.	6/18/2019 2:42 PM
4	na	6/11/2019 7:20 AM
5	Not at this time	6/10/2019 9:32 AM
6	I think that the performance measure in regard to exiting clients does not apply to emergency shelter providers in the same way it applies to permanent shelter providers.	6/10/2019 9:19 AM
7	We need to examine if large entities (such as the County of Yolo) can only have one representative per department / agency. HHSA has representation, but the DA's office is interested in voting membership and it's unclear if current policies and procedures allow this.	5/30/2019 11:30 AM

Q13 How does your organization participate in coordinated entry? You may select more than one response.

Answered: 24 Skipped: 2

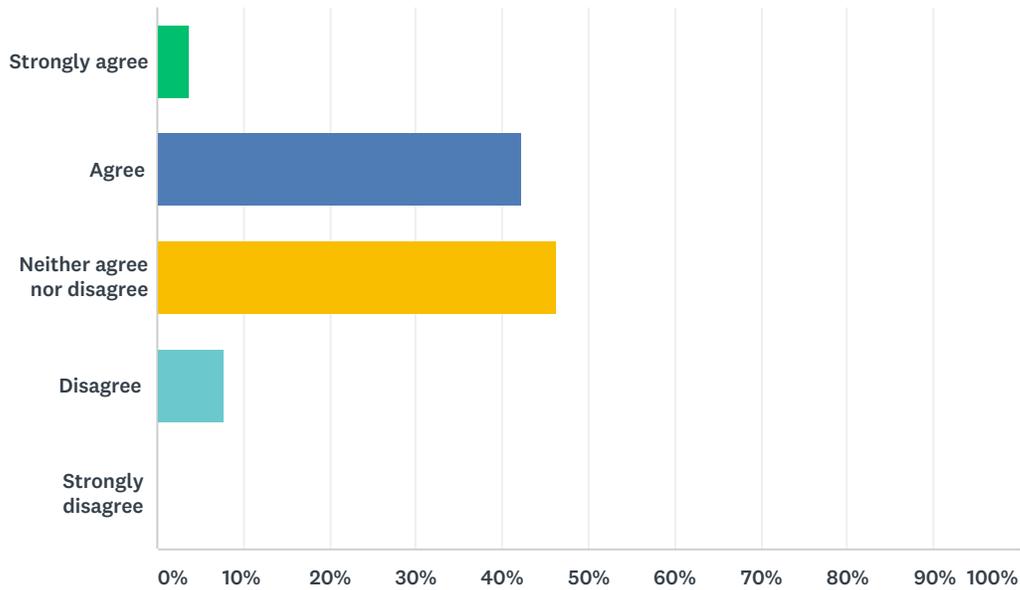


ANSWER CHOICES	RESPONSES
Serves as an access point	54.17% 13
Completes participant assessments	50.00% 12
Participates in case conferencing meetings	54.17% 13
Participates in Technical Subcommittee (oversight of CE system)	45.83% 11
Receives coordinated entry referrals for housing and/or services	25.00% 6
Other (please specify)	12.50% 3
Total Respondents: 24	

#	OTHER (PLEASE SPECIFY)	DATE
1	We don't currently participate in this	6/10/2019 9:32 AM
2	The District Attorney is not an access point. Our office participateds in homeless multi-disciplinary team meetings in addition to HPAC.	6/10/2019 9:11 AM
3	Provides referrals for VI-SPDAT assessments.	5/30/2019 8:39 AM

Q14 Do you agree or disagree with the following statement: My organization has received adequate training for our role in Yolo County's coordinated entry system.

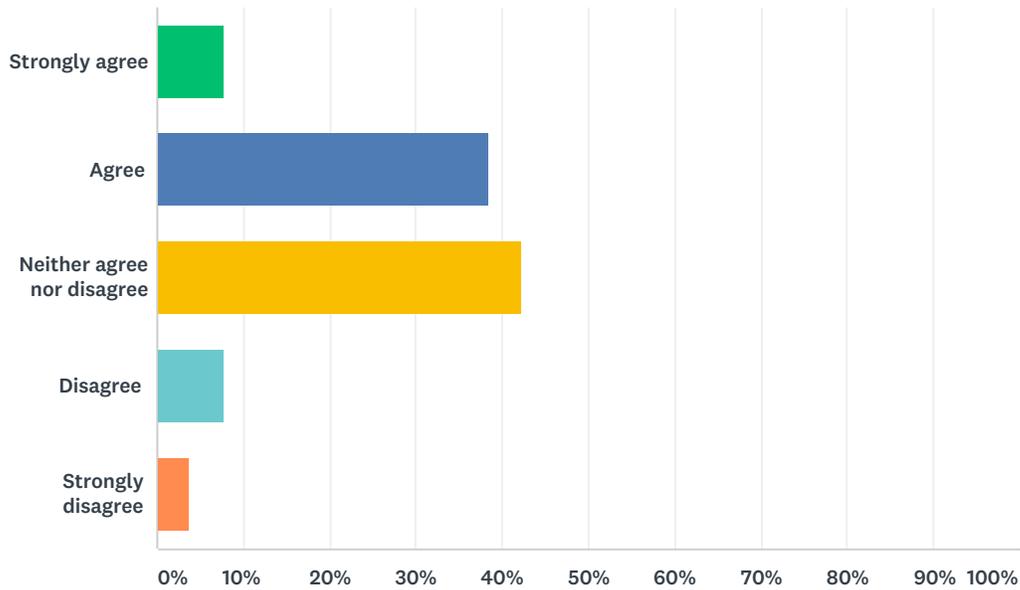
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	3.85%	1
Agree	42.31%	11
Neither agree nor disagree	46.15%	12
Disagree	7.69%	2
Strongly disagree	0.00%	0
TOTAL		26

Q15 Do you agree or disagree with the following statement: Coordinated entry has improved the Yolo County CoC's ability to quickly connect people experiencing homelessness to housing and resources.

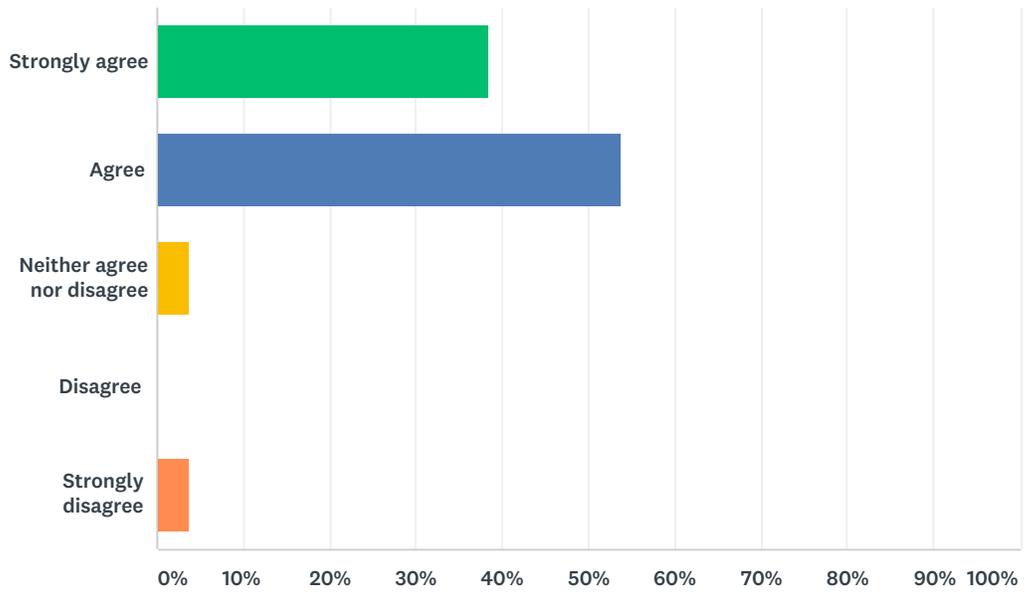
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	7.69% 2
Agree	38.46% 10
Neither agree nor disagree	42.31% 11
Disagree	7.69% 2
Strongly disagree	3.85% 1
TOTAL	26

Q16 Do you agree or disagree with the following statement: The goal of coordinated entry in Yolo County is to prioritize the most vulnerable households experiencing homelessness so that they can be swiftly connected to the next available permanent housing opportunity.

Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	38.46%	10
Agree	53.85%	14
Neither agree nor disagree	3.85%	1
Disagree	0.00%	0
Strongly disagree	3.85%	1
TOTAL		26

Q17 What do you consider to be the strengths of Yolo County's coordinated entry system?

Answered: 21 Skipped: 5

#	RESPONSES	DATE
1	Provides better access to housing opportunities across the CoC.	6/20/2019 12:26 PM
2	The access point.	6/19/2019 3:27 PM
3	We are small enough to be nimble and responsive	6/18/2019 2:42 PM
4	The Case Conferencing	6/11/2019 10:05 AM
5	Not sure	6/11/2019 7:20 AM
6	collaborative spirit and desire to communicate	6/10/2019 4:54 PM
7	Great partners all willing to work together.	6/10/2019 10:53 AM
8	Not sure.	6/10/2019 10:25 AM
9	I don't think I know enough to answer this question	6/10/2019 9:32 AM
10	The Homeless Poverty and Action Coalition is well organized and effective.	6/10/2019 9:19 AM
11	Improved agency organization through Emily.	6/10/2019 9:18 AM
12	Participation	6/10/2019 9:16 AM
13	It has forced homeless service providers to collaborate.	6/10/2019 9:11 AM
14	Partner dedication and commitment. Equal voice at the table of the CofC. Opportunity to be engaged in decision making processes.	6/5/2019 12:18 PM
15	We don't use the system	5/31/2019 12:34 PM
16	The case conferencing process stands out for its comprehensive look at housing and services for the most vulnerable members of the community queue.	5/30/2019 11:30 AM
17	None and not just in Yolo county. It is a wasteful time sucking effort when we have functionally zero housing out there for our population. A system that would function but that does not due to being mostly totally devoid of the one key factor in successful usage....HOUSING.	5/30/2019 10:49 AM
18	Case conferencing	5/30/2019 10:01 AM
19	Connection and Collaboration with Community Partners	5/30/2019 9:03 AM
20	Good participation amongst stakeholders.	5/30/2019 8:50 AM
21	Increased collaboration between social service providers.	5/30/2019 8:39 AM

Q18 What do you consider to be some of the challenges for Yolo County's coordinated entry system?

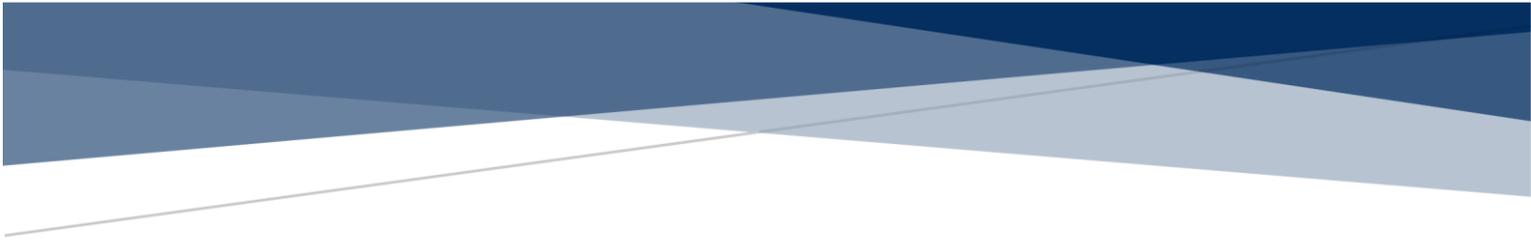
Answered: 21 Skipped: 5

#	RESPONSES	DATE
1	Case conferences are cumbersome and there is pressure from some to place difficult individuals that are not the best fit or don't meet program guidelines. Projects are not funded or staffed to fully meet the needs of HUDs priority population.	6/20/2019 12:26 PM
2	Data	6/19/2019 3:27 PM
3	Providers with long history in community still seem resistant to the system.	6/18/2019 2:42 PM
4	Having only a few access points and case managers to input and maintain data, having follow up with clients who score high on the VISPDAT so we can connect them, having very few beds to place into so the point of doing a VISPDAT is not very high on the list of priorities.	6/11/2019 10:05 AM
5	Still very slow in placing people into units that are available.	6/11/2019 7:20 AM
6	infrastructure, immediate access to shared information.	6/10/2019 4:54 PM
7	The "urgent need" is defined by something that was often entered months ago, so the people with the most pressing need could be overlooked.	6/10/2019 11:43 AM
8	Super limited inventory of beds, locations and low income housing.	6/10/2019 10:53 AM
9	Finding housing as appropriate for vulnerable. Using not just a self report screen for coordinated entry but a more objective evaluation..	6/10/2019 10:25 AM
10	I am not entirely sure	6/10/2019 9:32 AM
11	The lack of affordable housing available for clients exiting the system.	6/10/2019 9:19 AM
12	We need more funding for coordination of access to services.	6/10/2019 9:18 AM
13	funded program performance	6/10/2019 9:16 AM
14	Ample temporary shelter to support transition out of homelessness. Permanent housing solutions. NIMBYism	6/5/2019 12:18 PM
15	not sure, we don't use the system	5/31/2019 12:34 PM
16	We are not using it to prioritize services other than permanent supportive housing. Vulnerability should take primary importance in selecting for emergency shelter resources as well.	5/30/2019 11:30 AM
17	Without adequate and affordable housing for our target population, it is a waste of time and and valuable resources.	5/30/2019 10:49 AM
18	Speed in placing people in units; very few participating agencies (only a few are required)	5/30/2019 10:01 AM
19	Lack of affordable and available housing for clients in system	5/30/2019 9:03 AM
20	No housing inventory.	5/30/2019 8:50 AM
21	There is a limited amount of beds that can be filled.	5/30/2019 8:39 AM

Attachment B: Stakeholder Interview Schedule

Schedule of Individual Stakeholder Interviews			
Name	Organization	Date	Type
Lynnette Irlmeier	Empower Yolo	6/11/2019	Phone
Bill Pride	Davis Community Meals and Housing	6/11/2019	Phone
Doug Zeck	Fourth & Hope	6/14/2019	Phone
Michele Kellog	Yolo Community Care Continuum	6/24/2019	Phone
Tracey Dickinson	Yolo County HHSA	6/27/2019	In-person
Alysa Meyer	Legal Services of Northern California	7/16/2019	Phone
Karen Larsen	Yolo County HHSA	7/19/2019	Phone
Lisa Baker	Yolo County Housing	7/23/2019	Phone
Paul Navazio	City of Woodland	7/24/2019	Phone
Patrick Blacklock	Yolo County Administrator's Office	8/1/2019	Phone
Phillip Reed	Veterans Administration	8/5/2019	Phone
Sandra Sigrist	Yolo County HHSA	8/6/2019	Phone
Aaron Laurel	City of West Sacramento	8/14/2019	Phone
Tara Ozes	HomeBase	8/14/2019	Phone

*City of Winters, City of Davis, and HPAC Chair were contacted for stakeholder interviews without response.



Subcommittee Roles and Responsibilities
Yolo County Homeless Continuum of Care

Abstract

Recommendations for subcommittees developed in response to the Assessment of Yolo County Homeless System Governance completed in September 2019

Emily Moran-Vogt
Homeless Services Analyst
Yolo County Health and Human Services Agency

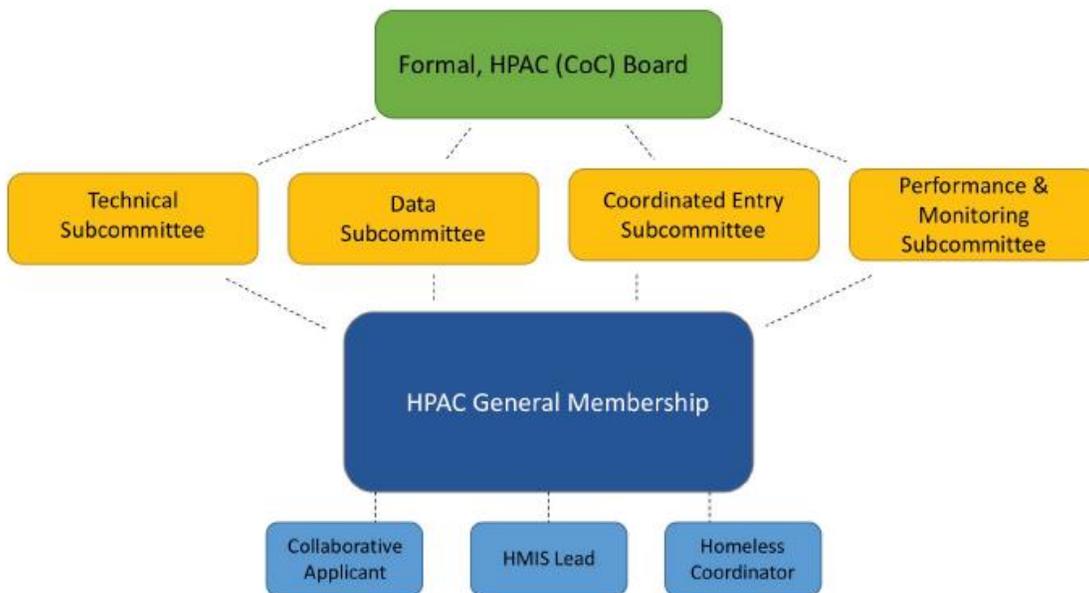
Subcommittee Roles and Responsibilities

Overview

In September 2019, the Technical Assistance Collaborative (TAC) presented a report to the Yolo County Homeless Continuum of Care (CoC), also known as the Homeless and Poverty Action Coalition (HPAC), with recommendations for improving CoC governance. One such recommendation was to “expand existing committee/subcommittee structure within HPAC to ensure that all responsibilities of the CoC are being met efficiently, effectively, and with the appropriate CoC membership at the table”¹.

Currently, HPAC relies on two main subcommittees to perform the majority of the duties of the CoC. Figure 3 from the TAC report (below) is an example of how the subcommittees would relate to the HPAC Voting Board, HPAC General Membership, Collaborative Applicant, HMIS Lead, and administrative support staff.

Figure 3: New HPAC Governance Structure



In response to this recommendation, the Yolo County Health and Human Services Agency (HHSA) is providing this report to HPAC as a guide for the development of subcommittee roles and responsibilities. The recommendations for each subcommittee’s duties and membership composition are guided by regulatory and technical assistance documents issued by the United States Department of Housing and Urban Development (HUD) in relation to the administration of the CoC Program, Homeless Management Information System (HMIS), Coordinated Entry System (CES), and evaluation of homeless system performance.

The following page shows an abbreviated version of Table 2 from the TAC report referenced above; it lists only those responsibilities that apply to subcommittees, whereas the original table included responsibilities of the full CoC membership, CoC Board, and support staff and indicated their current status of fulfilling those responsibilities.

Pages 3-6 of this report describe the roles, responsibilities, and membership composition recommended for each subcommittee: Technical, Data, Coordinated Entry, and Performance and Monitoring.

¹ Assessment of Yolo County Homeless System Governance – page 11
<https://www.yolocounty.org/home/showdocument?id=60607>

Subcommittee Roles and Responsibilities

Continuum of Care Responsibilities		
Regulation	Responsibility	Responsible Party
Operate the CoC		
578.7(a)	Adopt and follow a written process to select a CoC Board and review, update, and approve at least once every 5 years	Technical Subcommittee
578.7(a)	Appoint additional committees, subcommittees, or workgroups	CoC Board or Technical Subcommittee (<i>as needed</i>)
578.7(a)	Adopt, follow, and update annually a governance charter in consultation with the collaborative applicant and HMIS lead	Technical Subcommittee
Performance Targets and Monitoring		
578.7(a)	Establish performance targets appropriate for population and program type in consultation with recipients, subrecipients	Performance and Monitoring Subcommittee
578.7(a)	Monitor recipients and subrecipients performance, evaluate outcomes and take actions against poor performers	Performance and Monitoring Subcommittee
578.7(a)	Monitor recipients/subrecipients performance and outcomes of ESG and CoC programs, and report to HUD	Performance and Monitoring Subcommittee
Coordinated Entry		
578.7(a)	Establish and operate a centralized or coordinated assessment system in consultation with recipients of ESG funds	Coordinated Entry Subcommittee
578.7(a)	Establish and follow written standards for providing CoC assistance in consultation with recipients of ESG funds.	Coordinated Entry Subcommittee
Homeless Management Information System (HMIS)		
578.7(b)	Designate a single HMIS for its geographic area and designate an eligible applicant to manage its HMIS	Data Subcommittee
578.7(b)	Review, revise and approve privacy, security, and data quality plans	Data Subcommittee
578.7(b)	Ensure consistent participation of recipients/subrecipients in HMIS	Data Subcommittee
578.7(b)	Ensure that the HMIS is administered in compliance with HUD requirements	Data Subcommittee
Planning		
578.7(c)	Coordinate implementation of a housing and service system	Coordinated Entry Subcommittee
578.7(c)	Conduct, at least biennially, a PIT count of homeless persons that meets HUD's requirements	Data Subcommittee & Ad hoc PIT Subcommittee
578.7(c)	Conduct an annual gaps analysis of homelessness needs and services	All subcommittees with Technical Subcommittee as Lead
578.7(c)	Consult with State and local ESG recipients in the geographic area on the plan for allocating ESG funds and reporting/evaluating performance of ESG programs	Technical Subcommittee & Performance and Monitoring Subcommittee
Annual Application for CoC Funds		
578.9(a)	Design, operate, and follow a collaborative process for the development of applications and approve submission of applications in response to a CoC Program NOFA	Technical Subcommittee
CoC NOFA	Rank multiple applications if required by NOFA	Ad hoc Project Selection Subcommittee

Technical Subcommittee

Roles and Responsibilities

The Technical Subcommittee will develop the core Continuum of Care (CoC) governance and funding policies required of the CoC in accordance with the CoC Program Interim Rule² published by the Department of Housing and Urban Development (HUD), and applicable local, state, and federal funding programs. Duties include, but are not limited to the following:

- Annually review the HPAC Governance Charter and the HPAC Policies and Procedures documents at least once annually and revise, if appropriate. As needed throughout the year, the subcommittee will draft new policies and/or policy revisions to address policy needs encountered outside the annual review process.
- Draft policies and procedures required to implement local funding competition processes such as Notices of Funding and Local Selection Processes.
- Assess policy and procedure needs in response to items addressed during HPAC General Meetings when it is not readily apparent that a specific subcommittee's expertise is needed. Identify the areas of expertise needed and re-assign to the applicable subcommittee. Should an item require the expertise of more than one subcommittee, the Technical Subcommittee will oversee the entire development of the item, assigning applicable elements to the relevant subcommittees.
- Responsibility for overseeing other CoC duties that do not fall under the purview of HPAC's other subcommittees, the Collaborative Applicant, or the HMIS Lead.

Governing Documents

The Technical Subcommittee assumes primary responsibility for the following documents:

- HPAC Governance Charter
- HPAC Policies and Procedures
- Policies related to funding governed by the CoC

Subcommittee Members

The subcommittee should include representation from the Collaborative Applicant, HMIS Lead, mainstream service providers, and persons with lived experience.

In addition, individuals with the following experience and expertise are encouraged to participate: familiarity with the requirements of the CoC Program administered by HUD; knowledge of local, state, and federal regulations governing the provision of direct services to individuals experiencing homelessness; experience developing and/or interpreting policy, legislation, and law; knowledge and/or experience with evidence based practices such as trauma-informed care, motivational interviewing, and housing first; communications development; service needs of underserved populations.

² Continuum of Care (CoC) Program Interim Rule

<https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/>

Data Subcommittee

Roles and Responsibilities

The Data Subcommittee will oversee the development and implementation of data collection in the Homeless Management Information System (HMIS) in compliance with the most current HMIS Data Standards³ published by the Department of Housing and Urban Development (HUD).

Duties include, but are not limited to the following:

- Recommend a single HMIS for Yolo County and an HMIS Lead Agency.
- Review the HPAC HMIS Policies and Procedures and HMIS Training Handbook documents at least once annually and revise, if appropriate. As needed throughout the year, the subcommittee will draft new policies and/or revisions to address policy and training needs encountered outside the annual review process.
- Develop, implement, and monitor compliance with HPAC's Data Security and Data Quality plans to ensure compliance with HUD requirements.
- Develop procedures and data collection and quality review plans related to the annual Housing Inventory Count (HIC) and Point-in-Time (PIT) count of sheltered individuals, the biannual Point-in-Time (PIT) count of unsheltered individuals.
- Review and approve submission of HUD mandated data reports, such as:
 - Point-in-Time
 - Housing Inventory Count
 - System Performance Measures (SPM)⁴
 - Longitudinal Systems Analysis (LSA)
- Monitor training needs of HMIS end-users in Yolo County and work with HMIS Lead and HMIS Administrator to meet those needs.
- The HMIS Lead and HMIS Administrator may present HMIS updates that affect system utilization by end-users at Data Subcommittee meetings.

Governing Documents

The Data Subcommittee assumes primary responsibility for the following documents:

- HPAC HMIS Policies and Procedures
- HMIS Training Handbooks – *to be developed*

Subcommittee Members

The subcommittee should include representation from the Collaborative Applicant, HMIS Lead, mainstream service providers, and persons with lived experience.

In addition, individuals with the following experience and expertise are encouraged to participate: data collection, analysis, and reporting; knowledge and/or experience with electronic databases; data training needs of service delivery staff; knowledge and/or experience with evidence based practices such as trauma-informed care, motivational interviewing, and housing first.

³ 2020 HMIS Data Standards

<https://www.hudexchange.info/resource/3824/hmis-data-dictionary/>

⁴ The Data Subcommittee may assign some of the work related to the System Performance Measures and Longitudinal Systems Analysis reports to the System Performance and Evaluation Subcommittee but will retain the final authority over approving data submissions to HUD.

Coordinated Entry Subcommittee

Roles and Responsibilities

The Coordinated Entry Subcommittee coordinates implementation of a housing, service, and coordinated assessment system. It will serve as the **Policy Oversight Entity** in alignment with the Coordinated Entry Management and Data Guide published by HUD⁵.

Duties of the **Policy Oversight Entity** include, but are not limited to the following:

- Establish participation expectations for CE participating agencies
- Determine local data collection and data quality expectations related to Coordinated Entry
- Define data sharing protocols related to Coordinated Entry
- Select a Data System for CE
- Identify a Coordinated Entry Management Entity and a separate Evaluation Entity⁶

Duties of the **Management Entity** include, but are not limited to the following:

- Establish day-to-day management structures
- Establish clear, accessible communication plans
- Promote standardized screening and assessment processes
- Develop and deliver training
- Conduct monitoring

Duties of the **Evaluation Entity** include, but are not limited to the following:

- Plan an annual Coordinated Entry evaluation
- Collect data related to Coordinated Entry performance
- Evaluate CE implementation process for effectiveness and efficiency
- Identify policy and process improvements
- Must include feedback from participants with lived experience

Governing Documents

The Coordinated Entry Subcommittee assumes primary responsibility for the following documents:

- HPAC Coordinated Entry Policies and Procedures

Subcommittee Members

The subcommittee should include representation from the Collaborative Applicant, HMIS Lead, mainstream service providers, and persons with lived experience.

In addition, individuals with the following experience and expertise are encouraged to participate: implementing care coordination strategies with multiple partners; providing direct services to individuals experiencing homelessness; implementing coordinated entry systems in other CoCs, data collection and analysis; knowledge and/or experience with evidence based practices such as trauma-informed care, motivational interviewing, and housing first; communications development; service needs of underserved populations; criminal justice and healthcare systems discharge planning.

⁵ Coordinated Entry Management and Data Guide – page 4

<https://files.hudexchange.info/resources/documents/coordinated-entry-management-and-data-guide.pdf>

⁶ The subcommittee may choose to delegate either of these responsibilities to itself in addition to the role of the Policy Oversight Entity, however, it cannot perform the role of both the Management and the Evaluation Entity.

Performance and Monitoring Subcommittee

Roles and Responsibilities

The Performance and Monitoring Subcommittee will oversee the evaluation of recipients and subrecipients of all CoC governed funds, primarily the Continuum of Care (CoC) Program and Emergency Solutions Grants (ESG), administered by the Department of Housing and Urban Development (HUD). The committee will provide recommendations to the HPAC membership to improve system performance and/or increase support and technical assistance for CoC membership.

Duties include, but are not limited to the following:

- Establish performance targets appropriate for population and program type in consultation with recipients, subrecipients
- Monitor performance of recipients and subrecipients
- Evaluate outcomes and take actions against poor performers
- Assist the Data Subcommittee in its review of the following CoC-wide system performance reports:
 - System Performance Measures (SPM)⁷
 - Longitudinal Systems Analysis (LSA)
- Work with the Technical Subcommittee to consult with State and local ESG recipients on the plan for allocating ESG funds and reporting/evaluating performance of ESG programs.
- Make recommendations to the CoC regarding funding priorities to improve system performance
- Serve as the **Evaluation Entity** for the Coordinated Entry system, if so recommended by the Coordinated Entry Subcommittee and approved by the HPAC Voting Board. See Coordinated Entry Subcommittee Roles and Responsibilities on page 5 for more details.

Governing Documents

The Performance and Monitoring Subcommittee assumes primary responsibility for the following policies:

- HPAC Performance Evaluation Policies and Procedures – *to be developed*
 - *May be written into the existing HPAC Policies and Procedures rather than existing as a separate document.*

Subcommittee Members

The subcommittee should include representation from the Collaborative Applicant, HMIS Lead, mainstream service providers, recipients and subrecipients of HPAC governed funds, and persons with lived experience.

In addition, individuals with the following experience and expertise are encouraged to participate: experience managing and/or evaluating performance of direct service programs; knowledge of HUD's CoC and ESG program regulations; data collection, analysis, and reporting; knowledge and/or experience with electronic databases; data training needs of service delivery staff; knowledge and/or experience with evidence based practices such as trauma-informed care, motivational interviewing, and housing first.

⁷ The Data Subcommittee may assign some of the work related to the System Performance Measures and Longitudinal Systems Analysis reports to the System Performance and Evaluation Subcommittee but will retain the final authority over approving data submissions to HUD.