

# LEAD ME HOME PLAN UPDATE

Five Year Plan to Reduce Homelessness in  
Monterey and San Benito Counties

July 2021 – June 2026

Monterey County Board of Supervisors' Presentation  
September 16, 2021

**THE COALITION**  
OF HOMELESS SERVICES PROVIDERS

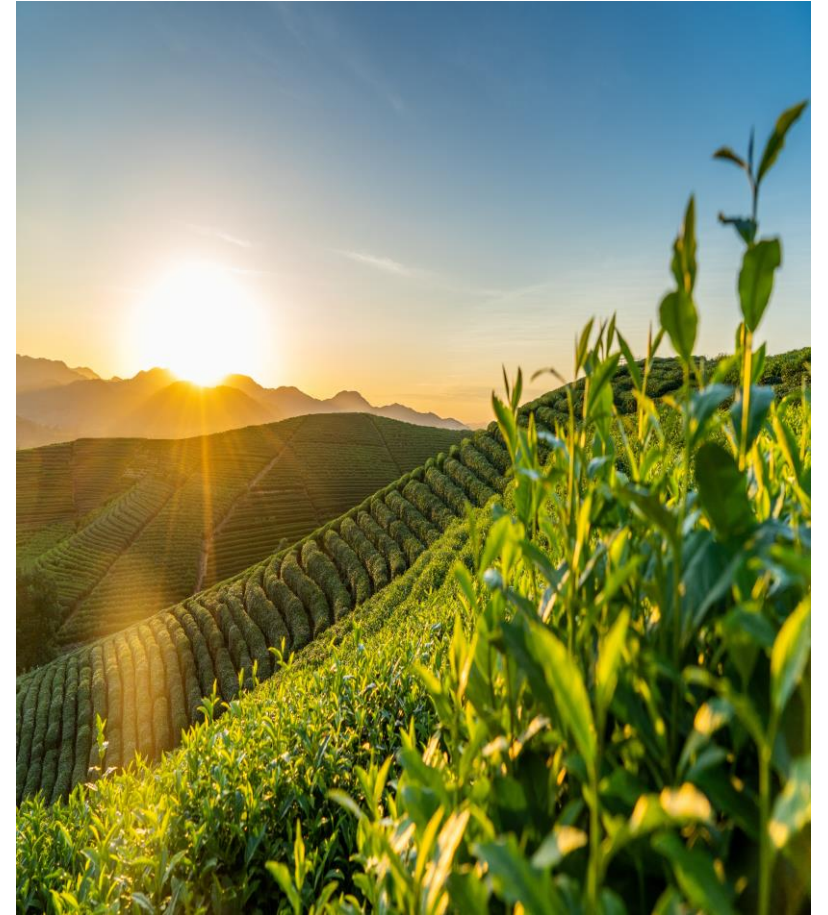




# PLAN OVERVIEW

# Goals for the Planning Process

- Develop an update and rewrite to the previous 10 Year Lead Me Home Plan to End Homelessness
- Ensure updated Plan:
  - Is informed by local data
  - Integrates input from local stakeholders and people with lived expertise
  - Is aligned with current and national best practices





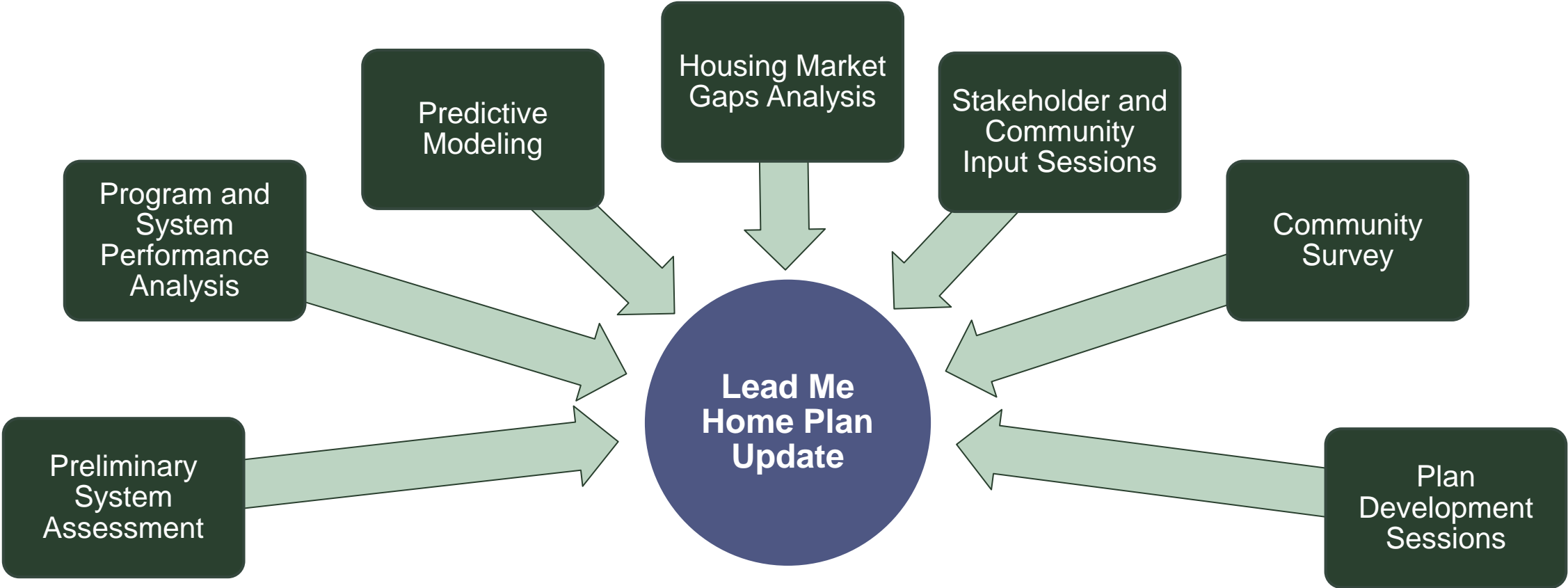
# How the Plan Was Developed

- CHSP engaged Focus Strategies to guide the Plan development process
- CHSP and Focus Strategies worked collaboratively to develop the plan with:
  - County of Monterey Department of Social Services
  - County of Monterey Health Department
  - County of San Benito Health and Human Services
  - City of Salinas
- Feedback was sought from community stakeholders, including people with lived experience of homelessness

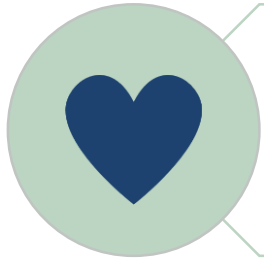


# How the Plan Was Developed

- The planning process incorporated robust data analysis, engagement of key stakeholders in strategy development, and extensive community input.



# Guiding Principles



Embedded with dignity and respect



Data-driven towards results



Informed by people with lived experience of homelessness



Coordinated



Housing-focused



Equitable and social justice oriented





# GOALS AND STRATEGIES

The Monterey and San Benito County CoC is setting  
a goal to reduce homelessness in the region by

**50%**

over the next

**5 years**



# Performance Targets for Reductions in Homelessness

HOMELESSNESS REDUCTION TARGETS						
Measure	Target					
	Baseline 19/20	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26
<b>Population Size Targets</b>						
Total Number of People Experiencing Homelessness (PIT)	2,704	3,623	3,218	2,696	2,164	1,297
<b>By County</b>						
Monterey County	2,422	3,245	2,882	2,414	1,938	1,162
San Benito County	282	378	336	282	226	135

# Program Performance Targets

SYSTEM PERFORMANCE TARGETS						
Measure	Target					
	Baseline 19/20	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26
<b>Entries from Literal Homelessness (% of Households)</b>						
Emergency Shelter	78%	78%	80%	80%	85%	85%
Transitional Housing	66%	75%	80%	85%	90%	95%
Rapid Rehousing	73%	80%	85%	85%	90%	95%
<b>Length of Stay (Days)</b>						
Emergency Shelter	51	51	51	45	40	35
Transitional Housing	300	300	300	275	215	160
Rapid Rehousing	170	170	170	150	135	120
<b>Exit Rate to Permanent Housing (% of Households)</b>						
Emergency Shelter	12%	15%	25%	30%	40%	50%
Transitional Housing	70%	75%	80%	85%	90%	90%
Rapid Rehousing	55%	60%	65%	75%	80%	90%

# Housing Targets

HOUSING TARGETS					
Measure	Target				
	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26
<b>System Permanent Housing Needs (Number of Households)</b>					
HHs Needing a Permanent Housing Placement	1,339	1,760	2,046	2,482	2,929
HHs Housed Using Existing RRH & PSH	819	819	819	1,042	1,042
HHs Housed Using Additional Placements	520	941	1,227	1,440	1,887
<b>Additional Housing Placement Targets (Number of Households)</b>					
Newly constructed PSH and ELI affordable units	200	300	400	500	500
Use of existing inventory (housing subsidies, shared housing, housing problem solving, housing navigation, property owner engagement, etc.)	320	641	827	940	1,387
<b>New Construction Targets by County (Number of Units)</b>					
Monterey County	180	270	360	450	450
San Benito County	20	30	40	50	50

# Three Overarching Strategies to Reach Goals

1



**Increase participation in homelessness solutions by leaders and key stakeholders across the region**

2



**Improve performance of the homelessness response system in providing pathways to housing**

3



**Expand service-oriented responses to unsheltered homelessness**





**STRATEGY**

**AREA 1:**

**Increase  
Participation by  
Leaders and Key  
Stakeholders  
Across the  
Region**

# Strategy Area 1: Increase Participation by Leaders and Key Stakeholders Across the Region

1.1

**Adopt Five Year Plan:** Establish a region-wide vision and action plan that all stakeholders and community members can contribute to

1.2

**Invest Strategically:** Develop a data informed and strategic regional investment strategy; align investments to achieve goals; report annually on results of investments

1.3

**Build Political Will for Affordable Housing:** Maximize political and public support for affordable housing for people who are extremely low income or experiencing homelessness

1.4

**Include People with Lived Experience of Homelessness:** Create structures and processes to more meaningfully include people with lived experience of homelessness in design, implementation and evaluation of the homelessness response system

1.5

**Engage New Partners:** Engage jurisdictions, systems, and partners not currently on the Leadership Council or other CoC bodies; identify practical ways that smaller jurisdictions can contribute to regional solutions

1.6

**Center Equity:** Apply an equity lens to all regional decision making; identify and address racial and ethnic disparities in the homelessness response system





**STRATEGY**  
**AREA 2:**  
Improve  
Performance of  
the  
Homelessness  
Response System  
in Providing  
Pathways to  
Housing



# Strategy Area 2: Improve Performance of the Homelessness Response System

**2.1** **Prevent Homelessness:** Adopt problem solving and targeted prevention strategies  
system-wide

**2.2** **Enrich and Expand Mobile Outreach Services:** Provide solutions-oriented outreach throughout the region; scale up outreach in underserved areas (South Monterey and San Benito Counties)

**2.3** **Provide Low Barrier Shelter:** Maintain region's inventory of low barrier, service rich emergency shelter; strategically expand temporary housing inventory to address gaps

2.4

**Expand Housing Solutions:** Increase capacity to provide housing exits through:

- Expanding services and support to get people into existing units
- Expanded availability of rental assistance
- Building more PSH and ELI affordable housing

2.5

**Support People to Retain Housing:** Provide robust housing retention support with focus on people who need assistance to manage behavioral health and health conditions

2.6

**Embrace Housing First:** Strengthen understanding and alignment to Housing First principles throughout the homelessness response system

2.7

**Implement Performance Measurement and Continuous Quality Improvement:** Adopt and implement performance measures for temporary and permanent housing programs; evaluate and report on results



# STRATEGY

## AREA 3:

Expand  
Service-Oriented  
Responses to  
Unsheltered  
Homelessness

# Strategy Area 3: Expand Service-Oriented Response to Unsheltered Homelessness

3.1

**Provide Services and Supports to Encampments:** Prioritize services as a key element of encampment response - including hygiene, safety, and service connections

3.2

**Build Collaborative Relationships with People in Encampments:** Include people living in encampments in planning and decisions on meeting their needs



3.3

**Provide Safe, Temporary Locations for People to Stay:** Expand availability of temporary places where unsheltered people and the public can be safe and healthy

3.4

**Connect Unsheltered People to Housing:** Ensure crisis/emergency and temporary services for unsheltered people provide connections services and/or pathways to housing

# Priority Populations

The Plan identifies specific strategies for four populations that have complex needs and challenges in securing housing:

- People experiencing chronic homelessness
- Youth and young adults (up to age 24)
- People who are undocumented
- People re-entering the community from criminal justice system

# Implementation and Evaluation

- Funding Committee of the Leadership Council is charged with creating **annual action plans** to execute this Plan and align funding to support its activities
- The Action Plan for Year One (2021-2022) is included in this Plan update
- CHSP will **track and report** annually on community progress towards meeting the Plan goals and targets



# YEAR ONE ACTION PLAN

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## STRATEGY AREA 1: Increase Participation in Homelessness Solutions by Leaders and Key Stakeholders from Across the Region

<i>Planned for March</i>	Organize a regional convening to launch the LMH Five-Year Plan	1.1
<i>In Process</i>	Present LMH Five-Year Plan to jurisdictions for adoption (Counties, cities)	1.1
	Following the launch, meet with stakeholders not currently engaged in homelessness solutions to orient them to the plan and identify how they can support implementation, including: criminal justice system reps (probation, courts), healthcare (hospitals, clinics, residential facilities, large employers)	1.5
<i>First meeting was last month</i>	Convene affordable housing working group to begin developing a regional strategy to increase production, including revisiting possibility for a Housing Trust Fund or bond measure, recruiting developers to the region, and exploring innovative housing types such as modular units, tiny homes, and ADUs	1.3

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## STRATEGY AREA 2: Improve the Performance of the Homelessness Response System

*In Process* Increase investment in rapid rehousing, navigation services, housing focused case management, and other interventions to improve the ability of emergency shelters to help participants secure housing upon exit 2.4

*Requires an FMR Study* Secure opportunities to expand inventory of Housing Choice Vouchers, starting with the Emergency Housing Vouchers offered to the Housing Authority in May 2021 2.4

Continue investing in acquisition and conversion of motels to provide permanent housing for people experiencing homelessness; apply for new Homekey program funding available from the State of CA for projects in Salinas and King City (due August 2021) 2.4



## STRATEGY AREA 2: IMPROVE THE PERFORMANCE OF THE HOMELESSNESS RESPONSE SYSTEM

	Review and update existing CoC level operational standards for shelters, with a focus on alignment to Housing First principles (low barriers to entry, person centered policies); partner with large shelter operators to identify and implement changes to policies and practices to lower barriers to participation in shelter	2.6
	Explore providing storage and pet facilities at existing shelters	2.3
	Convene work group to explore feasibility of adding a small shelter in South County to address regional inequities in shelter access	2.3
<i>Assigned to City of Salinas</i>	Issue RFP for affordable family housing at 845 E. Laurel Drive	2.4
	Adopt performance targets for shelter, TH, RRH, and PSH from the Five-Year Plan and begin to integrate into RFPs, contracts, and other accountability measures	2.7

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## STRATEGY AREA 3: Expand Service-Oriented Responses to Unsheltered Homelessness

<i>CHSP/City of Salinas pursuing State Encampment Resolution Funding</i>	Continue to expand and improve provision of basic needs to encampments (nutrition, health, hygiene, PPE, trash removal)	3.1
	Develop communications materials to share with the community explaining the CoC's strategy on encampments, message that providing safe places for people to go is a responsibility for all jurisdictions	3.3
	Provide training and information to outreach teams to ensure they are equipped to provide people in encampments with connections to available services and supports as well as information about how to access available shelter and housing	3.4
	Convene a working group including representation from Monterey County, San Benito County, city jurisdictions, and people with lived experience of homelessness to begin developing a common set of guidelines relating to encampment response	3.1

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QUESTIONS?

TO SEE THE FULL PLAN AND SUPPLEMENTAL DOCUMENTS, VISIT [CHSP.ORG/PLAN-REWRITE](https://chsp.org/plan-rewrite)