

LEAD ME HOME – The Game Plan for Housing Homeless People in Monterey and San Benito Counties

STATUS REPORT - NOVEMBER 2015

Prepared by: Monterey County Department of Social Services and the Coalition of Homeless Services Providers in partnership with the Lead Me Home Leadership Council

Executive Summary

As community members and partners working together towards a vision of ending homelessness, the harsh reality we see too often is of people living on the streets or in their cars. Homelessness and hunger should have no place in our community. In that light, the Board of Supervisors asked County staff to provide a status report on the Lead Me Home plan for addressing homelessness.

Lead Me Home - the 10-Year Plan to House Homeless People in Monterey and San Benito Counties was approved by your Board in December 2011. The Coalition of Homeless Services Providers in partnership with the Department of Social Services established the initial Lead Me Home Leadership Council. The Coalition of Homeless Services Providers staffs the Council. Currently, the Council is chaired by Chris Lopez, staff to Supervisor Simon Salinas and Ignacio Velazquez, Mayor of Hollister. Membership includes a cross section of local jurisdictions, homeless service providers, housing providers and faith-based organizations.

In Monterey County, the number of homeless individuals counted in the general street count and shelter count was 2,308. Compared to 2013, this was a decrease of 282 individuals (13%). The Point-in-Time count has steadily risen from 2007 to 2013, this year's count marks the first time the county has experienced a period of decreased homelessness during the point-in-time count. Homeless Services providers note that up to 8% of the decrease in numbers may be attributed to changes in methodology from the 2013 count and the fact that the number of homeless families who were reported by the Monterey County Office of Education was not included.

Monterey County has also seen a shift in where homeless congregate. Numbers of homeless individuals previously counted in Monterey peninsula areas have declined and the number homeless counted in Salinas has increased. This shift also has been accompanied by growth in the number of homeless encampments as communities of homeless individuals and families come together.

Highlights of successes achieved since development of the Lead Me Home plan.

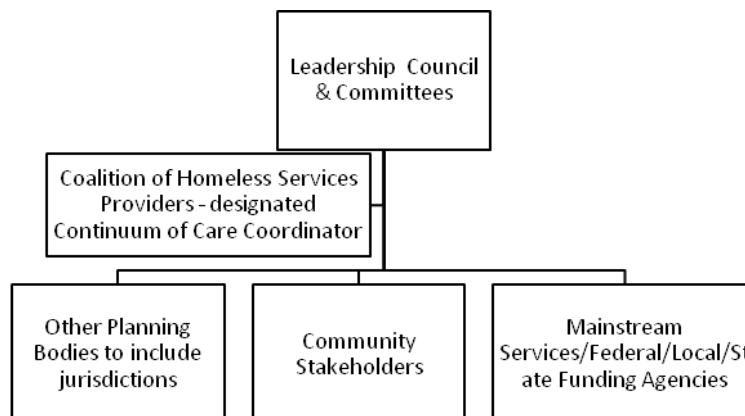
- Ongoing maintenance of homeless service programs and HUD Continuum of Care funding.
- Support for the development of 280 permanent supportive housing units in Monterey County.
- Construction of 96 new project-based housing units, rehabilitation of 51 project-based housing units and anticipated development of 77 units.
- Expansion of housing subsidy programs through the Supportive Services for Veteran Families Grant, HUD-Veterans Affairs Supportive Housing Vouchers and CalWORKs Housing Support.
- Extension of foster care support for youth aging out of foster care until age 21.
- Establishment of housing support for ex-offenders under community supervision through the Community Corrections Partnership.
- Establishment of the Salinas Winter Warming Shelter.

- Establishment of the One Starfish Safe Parking Program.
- Expansion of resource and job fairs directed to individuals experiencing homelessness including the Homeless Veterans Stand Down program, the Biggest Little Job Fairs, and Chinatown BBQs.
- Expansion of Medi-Cal eligibility to all income eligible people and expansion of outreach services for mainstream public assistance benefits throughout the County – including areas where homeless congregate.
- Implementation of the SSI/SSDI Outreach, Access, and Recovery (SOAR) program.
- Delivery of coordinated training and resource sharing programs for homeless services case managers.
- Piloted a Coordinated Assessment and Referral System (CARS) and developed the proposal to fully implement CARS. CARS will support system-wide coordination of case management services and sustain competitiveness for HUD and Veterans Administration funding.
- Development of homeless services systems maps using HMIS data to assess the results form emergency and transitional housing and inform strategic planning.

Ongoing challenges that impede progress

- A shortage of housing that is affordable to families and individuals with incomes under 30% of the average median income.
- A shortage of rental units with property owners willing to accept housing subsidies.

The Lead Me Home Leadership Council's organizational chart and 2015/16 membership



Supervisor Margie Barrios, San Benito County Board of Supervisors (Alternate - Robert Rivas)
 Cheryl Camany, Salinas City Elementary School District
 Dana Cleary, CHISPA (Alternate - Alfred Diaz-Infante)
 Mick Erickson, Bethlehem Church
 Erick Lopez, Clinica de Salud Mobile Service
 John Garske, Vocational Rehabilitation Services, Inc.
 Jean Goebel, Housing Authority of the County of Monterey
 Mayor Joseph Gunter, City of Salinas
 Robin McCrae, Community Human Services
 Councilmember Dave Pacheco, City of Seaside (Alternate – Mayor Ralph Rubio)
 Mayor Ignacio Velazquez, City of Hollister [Co-Chair]
 Chris Lopez, Monterey County Board of Supervisors, District 3 [Co-Chair]
 Rick Marvin, City of Monterey

10-Year Plan Summary

PRIORITY 1: ASSURE ACCESS TO ADEQUATE HOUSING

Strategy 1A – Create a Comprehensive Housing Pipeline

Action Steps, 1A Part 1 – Pipeline Tool:

1. Years 1-3: Convene a Housing Pipeline Committee comprised of homeless housing developers, mainstream affordable housing developers, and city and county redevelopment housing agency staff to develop the housing pipeline tool.
2. Years 1-3: Incorporate the housing pipeline tool into review and rank for McKinney-Vento grants, particularly all new (bonus and reallocation) grants by awarding points or otherwise incentivizing providers to develop units within the pipeline.
3. Years 4-6: Approach entitlement jurisdictions for HUD formula grants (CDBG, HOME, ESG) and encourage them to incorporate the housing pipeline into their RFP processes by awarding points and/or encouraging applicants to develop units within the pipeline.
4. Years 7-10: Approach relevant city- and county-level housing and zoning agencies and encourage them to incorporate the pipeline into community development and planning decisions.

YEARS 1-3 UPDATE: *Since initiation of Lead Me Home, 96 new project based housing units have been constructed (Hacienda 1 and 2, Gateway, Camphora, Haciendas Senior) and 51 project based housing units have been rehabilitated (Gabilan). An additional 77 units are being developed (Junsay Oaks Senior apartments, Van Buren Senior Housing, Haciendas 3). However, additional traction and support from partners is needed in order for this strategy and related action steps to gain momentum.*

Action Steps, 1A Part 2 – Remove System Barriers:

1. Years 1-3: Designate agencies to outreach to outlying areas of both Counties to help people access housing and housing-related services that will assist in removing barriers to housing, including accessing identification, addressing legal issues (including evictions and credit problems), and other barriers.
2. Years 4-6: Create a Housing Vacancy Database with up-to-date listings on affordable, homeless, and other relevant housing units in the County to track existing vacancies, wait lists, eligibility criteria, and;
3. Years 1-10: Forge relationships with landlords to encourage and support them in accepting homeless people as tenants.

YEARS 1-3 UPDATE: *MCHOME (Interim), MOST (Shelter Outreach Plus) and Safe Place (CHS) interventions continue to provide outreach to engage homeless individuals. Challenges remain in identifying permanent housing opportunities; these challenges are exacerbated by a shortage of landlords making units available to housing voucher and subsidy programs. CHSP has worked extensively to compile listings of homeless service beds known as the "Housing Inventory Count (HIC)" which was submitted to the HUD Data Exchange.*

YEARS 1-10 UPDATE:

- *The Lead Me Home Service/Income/Employment Committee hosted a Shelter and Housing Resource Session in March 2013 with 78 homeless service agency case managers to share best practices to support homeless individuals in accessing shelter and housing resources.*
- *A Rental Housing Summit was held on April 2015 sponsored by the Housing Authority of the County of Monterey.*
- *A landlord appreciation event was sponsored by Housing Resource Center on October 2015 for the CalWORKs Housing Support Program.*

Strategy 1B – Focus Housing Development on Target Populations

Action Steps, 1B Part 1 – Permanent Supportive Housing (PSH):

1. Years 1-3: Determine the number of PSH units needed to house chronically homeless individuals in both counties based on Point-in-Time Counts, provider reports, and other sources and incorporate them into the housing pipeline.
2. Years 4-6: Encourage city and county government agencies to commit matching funds to support the development and operation of PSH.
3. Years 7-10: Encourage city and county government agencies to commit local and/or locally controlled funds (such as CDBG) to support the development and operation of PSH.
4. Years 1-10: The Funding Action Team will make identifying and braiding funding sources to create new PSH a top priority, addressing both development costs as well as ongoing operational subsidies.

YEARS 1-3 UPDATE: *Currently, permanent supportive housing opportunities are designated for people who have a categorical eligibility (e.g., veterans, PTSD, individuals with disabilities such as severe mental illness, HIV/AIDS). Recent successes include:*

- *Development of Rock Rose Garden (Interim) in Marina which offers 20 one bedroom units.*
- *Veterans Transition Center was awarded nearly \$6 million from Proposition 41 to develop 70 new housing units on the former Fort Ord that is planned for completion in 2017.*
- *Mid-Peninsula Housing and the City of Salinas in partnership with the Salinas Downtown Community Board are in the process of developing up to 90 units in Chinatown.*
- *The Housing Authority of the County of Monterey was allocated an additional 89 HUD Veterans Affairs Supportive Housing (VASH).*
- *The Housing Authority designated 100 Housing Choice (previously known as Section 8) vouchers to homeless individuals and families that meet the HEARTH definition of homelessness and that are receiving supportive services from a CHSP member agency.*

The net gain in permanent supportive housing units outlined above (implemented and in development since initiation of the Lead Me Home Plan) is 280.

A potential emerging opportunity is Assembly Bill 2 (AB2), authored by Assemblymember Luis Alejo, was signed into law in September 2015. AB2 allows local agencies other than schools, the opportunity to establish a Community Revitalization and Investment Authority (CRIA) in specified disadvantaged communities with a 25% set aside for affordable housing.

YEARS 1-10 UPDATE: UPDATE: *A critical element of permanent supportive housing is case management and health related supportive services. The Affordable Care Act was implemented with expanded Medi-Cal eligibility to all income eligible individuals. This expanded Medi-Cal eligibility provides emerging opportunities to fund the supportive services that a key element of permanent supportive housing. A HUD technical assistance grant provided to CHSP allowed for the convening of the first regional “Meeting Unmet Housing and Healthcare Needs” summit on June 25, 2015. The Central California Alliance for Health is continuing to plan for opportunities to establish health homes as discussed at the convening.*

Action Steps, 1B Part 2 – Extremely Affordable Housing:

1. Years 1-3: Consistent with the Housing Pipeline, lease units and/or provide rental subsidies to homeless persons using transition-in-place and permanent housing models.
2. Years 4-6: Using the Housing Pipeline, encourage city and county government agencies to dedicate local and/or locally-controlled funds towards the development of extremely affordable housing and engage other stakeholders to commit funds.
3. Years 7-10: In accordance with the Housing Pipeline, support the development of new units and or/rehabilitate aging housing structures and venues to accommodate the community's need for extremely affordable housing.
4. Years 1-10: Provide incentives for developers to dedicate units to extremely low income/un-housed people by targeting jurisdictional revenue to activities which help to sustain affordability of the units such as debt reduction, rental subsidies, and long-term leases with rental caps.
5. Years 1-10: Conduct public education and outreach to build support for the development of housing for homeless people.

YEARS 1-3 UPDATE: *Examples of recent public-private partnerships using locally controlled resources to develop low-cost housing opportunities include the development of 90 units in Salinas Chinatown and 10 senior housing units in Monterey by Mid-Peninsula Housing.*

Additionally, expanded and leasing strategies have been made available through Veteran's Administration Supportive Services for Veteran Families Grant (HRC, VTC and VRC), expanded HUD-Veterans Affairs Supportive Housing vouchers (HACM) and the CalWORKs Housing Support Program/Family Stabilization Program (HRC).

YEARS 1-10 UPDATE: *Lead Me Home stakeholders continue to participate with local and county Planning Commissions in providing testimony regarding local Housing Elements and the need for housing affordable to people with incomes at or below 30% of the average median income.*

Strategy 1C – Identify New Funding Sources to Create Affordable Permanent Supportive Housing

Action Steps:

1. Years 1-3: Convene government and potential third-party investors (such as foundations) to develop a Social Investment Bond Structure as the system to support permanent supportive housing development. This will entail a feasibility phase to tailor a Social Impact Bond to fit local needs.
2. Years 4-6: (Re-) Create a dedicated source for revenue for a Housing Trust Fund.
3. Years 7-10: Support the Funding Action Team to identify new sources of funding for homeless housing, such as a transit tax, allocations from the California Tax Credit Allocation Committee, taxes on commercial square footage, recapture of avoided costs, etc. This team will assess the size and scale of housing proposals as suited to local need and financial opportunity.

YEARS 1-3 UPDATE: *Additional traction and support from partners is needed in order for this strategy and related action steps. AB 2 which was signed in September 2015 creates potential for new opportunities to move forward on this step with provisions for affordable housing and community revitalization.*

Strategy 1D – Improve System-Level Interim Housing Outcomes

Action Steps, 1D Part 1 – Ensure Appropriate Interim Housing is Available:

1. Years 1-3: Maintain or develop as needed, emergency shelter and/or transitional housing for targeted populations who are in a life transition, including families, people with a mental and/or substance abuse disorders (including single women), farm workers, transition age youth (ages 18-24) who are homeless or exiting foster care (aging out or emancipating), victims of domestic violence, and released prisoners.
2. Years 4-6: Analyze existing emergency shelter and transitional housing programs and, as needed and feasible, develop a plan and timeline for converting units to permanent housing or transition in place housing as appropriate.
3. Years 7-10: Once Housing Pipeline units begin to come online, measure performance outcomes on a systemic level and make adjustments to the mix of housing, as appropriate

YEARS 1-3 UPDATE:

Emergency shelter and/or transitional housing implemented since Lead Me Home:

- *Transitional housing resources for emancipating foster youth (both Child Welfare and Probation) was expanded dramatically with the expansion of foster care payments through to age 21 and the continued THP+ program provided by Peacock Acres and numerous individual care providers.*
- *Through AB109 housing resources have been made available through Turning Point for ex offenders under community supervision.*
- *The City of Salinas and Monterey County partnered with Shelter Outreach Plus to implement a seasonal Winter Warming Shelter in 2013. The shelter will open for its third winter season on November 9, 2015 and provide 68 beds for homeless individuals and families.*
- *Supportive Services for Veteran Families (SSVF) implemented in 2014 serving homeless veterans and their families via Rapid-Rehousing. Estimated capacity is approximately 300 individuals.*
- *The CalWORKs Housing Support Program and housing services in the CalWORKs Family Stabilization program were implemented in the fall of 2014. These programs provide immediate shelter resources through motel vouchers and rental assistance for homeless families enrolled in the CalWORKs program. Estimated capacity is approximately 150 individuals.*
- *Shelter Outreach Plus implemented Women in Transition (WIT) March 2015. WIT is a transitional housing program (6 unit/12 bed) for single homeless women.*
- *One Starfish Safe Parking Program formally approved via September 2015 ordinance with the City of Monterey. Initial capacity of 25 (and expanding) safe parking locations for homeless women.*
- *Homeless Prevention/Pathways to Stability program expansion implementing early 2016. Funding by United Way and operated by Catholic Charities, the program is designed to serve families with school aged children facing housing loss with eviction prevention funding and wraparound services. 20 families per year for two years.*

Soon to be implemented emergency shelter and/or transitional housing:

- *Outreach Unlimited will implement an Interfaith Homeless Emergency Lodging Program (I-HELP) specific for women in November 15, 2015.*
- *Shelter Outreach Plus is in development of a 6 bed medical respite program to address needs of homeless individuals who are being discharged from a medical facility. Anticipated implementation is in the first quarter of 2016.*
- *Tanimura and Antle, received approval in September 2015 to build an apartment complex in Spreckels for an estimated 800 seasonal farm workers.*

Planning tools through Lead Me Home

- *Through a HUD technical assistance grant, CHSP is working with the Corporation of Supportive Housing to analyze transitional housing stock as it relates to community need. Over the next year, Lead Me Home will work with CHSP and providers to develop a strategy to convert selected transitional housing stock to permanent supportive programs as appropriate. The first step was accomplished in 2015 with a community systems mapping process.*

Action Steps, 1D Part 2 – Improve Performance:

1. Years 1-3: Create and implement standardized, concrete performance measures for interim housing, including fostering self-sufficiency, linkage with permanent housing, access to income through benefits or employment, access to education and training, and access to other supports.
2. Years 4-6: Using performance measurement data, identify the most effective programs and practices and replicate them on a larger scale across both counties.
3. Years 7-10: Incorporate performance outcome measurement data into resource allocation decisions.

YEARS 1-3 UPDATE: *The Performance Measures and Benchmarks for the Monterey-San Benito Continuum of Care were approved by the Lead Me Home Leadership Council in May 2014. These measures focus on: length of time homeless, recidivism (subsequent return to homelessness), access/coverage (thoroughness in reaching persons who are homeless), overall reduction in number of persons who experience homelessness, job and income growth for persons who are homeless, and reduction in first time homeless.*

2014 Monterey/San Benito CoC Performance Measures and Benchmarks

Measure	Defined	Shelter	Transitional Housing	Permanent Supportive Housing	Supportive Services Only	Entire CoC
Non-Cash Mainstream Benefits	% of participants with one or more source of non-cash mainstream benefits by follow up or exit	45%	80%	90%	50%	60%
Recidivism	% of participants who exited program to destination other than PH, an institution, or death			<5%		<5%
Obtain Permanent Housing	% of participants who obtained permanent housing	30%	80%		80%	80%
Retain Permanent Housing	% of participants who maintained/ retained permanent housing			80%		80%
Length of Homelessness	Length of time from program entry until participant is placed in permanent housing	50% who gain PH do so in 90 days	Reduce by 10% length of time from entry to PH for programs with avg. stays over 12 mos.			
Utilization	% of average # of households residing in a program per night relative to program capacity	85%	95%	95%		
Increase Employment Income	% of people who increase their income from employment between program entry and exit	15%	30%	15%	30%	20%
Increase Non-Employment Income	% of people who increased their non-employment income from program entry to exit	20%	50%	30%	50%	50%
Maintain or Increase Income	% of participants that either increased or maintained income between entry and follow up/exit	75%	80%	85%	80%	

PRIORITY 2: PROVIDE SERVICES, KEEP PEOPLE HOUSED

Strategy 2A – System Level Services Integration

Action Steps:

1. Years 1-3: Designate preventing and ending homelessness as a joint mission of all relevant County and City agencies. All public agencies in the County and Cities must work together in this effort, taking responsibility for identifying people who are homeless or at-risk and linking them with appropriate services.
2. Years 1-3: Develop referral agreements between outreach workers and other housing and service providers and designate priority access to housing and treatment slots for clients engaged by outreach workers
3. Years 4-6: Develop a centralized information and referral system, perhaps linked to 2-1-1 and/or SAMS Guide, to be used by outreach workers and to provide easy access to referrals and other services. (See Priority 1: Prevention, Strategy 2, Action Step 2)
4. Years 7-10: Utilize HMIS to provide a single point of entry for homeless services and case management coordination and link housing resources and availability.

YEARS 1-3 UPDATE: A Coordinated Assessment and Referral System (CARS) is currently being piloted for homeless veterans by HRC, VRC, VTC and CCCIL in hard-copy form. Currently, the implementation of CARS is a mission critical need to sustain competitiveness of HUD Continuum of Care funding, Veterans Administration Funding and Emergency Shelter Grants. A proposal to fund and implement CARS was presented to the Board of Supervisors Health and Human Services Committee and is scheduled for consideration by the full Board of Supervisors.

Part of the functionality of the CARS proposal is to make the assessment tool available to non-traditional homeless services providers and callers to 2-1-1 seeking housing resources. CARS, with the VI-SPDAT assessment tool will be integrated into the HMIS system to assure prioritized utilization of available resources serving the most vulnerable. Increased technological capacity will allow grassroots organizations and groups the ability to participate in CARS without having to fully participate in HMIS.

CHSP submitted written recommendations to each county jurisdiction related to Consolidated Plans and Housing Elements.

Strategy 2B – Enhance and Integrate Services at the Client Level

Action Steps:

1. Years 1-3: Improve system-wide capacity to streamline referrals and improve service coordination by developing case management tools (such as a universal case plan form) and some common policies and procedures in core areas (such as client eligibility determination and documentation).
2. Years 1-3: As appropriate, offer satellite services including targeted outreach, housing resources, transportation, and benefits assistance in appropriate locations throughout the County, including Cities where services are currently unavailable.

3. Years 1-3: Continue with existing efforts to make medical and behavioral health clinical services including both mental health and substance abuse treatment, readily available to all homeless people who need them, particularly those who are chronically homeless, regardless of their ability to pay or to meet SSI/Medi-Cal eligibility criteria. Identify additional resources for these efforts.
4. Years 1-3: Initiate the creation of a “home health center” or clinic offering a variety of flexible health related services as a catalyst project for the Salinas Chinatown Human Services Campus.
5. Years 4-6: Building on the “home health center” or clinic, create a main services hub at the proposed Salinas Chinatown Human Services Campus that co-locates services for clients. The Human Services Campus (“Campus”) can provide centralized access to a broad range of services. Providers, mainstream agencies, and other service providers around both counties will have direct access to Campus Services and communication with Campus Staff as well as regional centers that are located in existing intervention access points that connect to the Campus. As feasible, regional centers could be located in South Monterey County, Salinas, the Monterey Peninsula, North Monterey County, and San Benito County.
6. Years 4-6: Partner hospitals with existing services to establish respite care centers and detoxification facilities (See Priority 5, Strategy C, Action Step 3. This may include “set-aside” beds within existing and/or new facilities.
7. Years 7-10: Expand mental health resources to serve those who have diagnoses that are not currently eligible for County reimbursement, including people with post-traumatic stress disorder, mood disorders and chemical addictions.

YEARS 1-3 UPDATE:

Improve system-wide capacity to streamline referrals and improve service coordination

In addition to the piloting of CARS by HRC, VRC, VTC and CCCIL mentioned above, the Lead Me Home Service/Income/Employment Committee tailored several classes to support the assessment and case management skill of local service providers:

- *Client Needs Assessment training to 48 homeless service agency case managers in September 2014. Tools included common Bio-Psycho Social Assessments.*
- *Client Service Planning training to 51 homeless service agency case managers in January 2015. Tools included common case management service plans, follow-up and case note formatting.*
- *“Client Budgeting for Success” training to 48 homeless service agency case managers in April 2015. Tools included common dual budgeting formats.*
- *Trans-theoretical-Stages of Change and Introduction to Motivational Interviewing training to 40 homeless service agency case managers in October 2015. Tools included common stage of change charting and uniform motivational interview classifications.*

Satellite services including targeted outreach, housing resources, transportation, and benefits assistance throughout the County

The 2-1-1 information and referral system is available countywide, DSS MC-CHOICE outreach workers are present in locations where homeless services are not traditionally available. These outreach workers provide information and referral services beyond eligibility assistance for DSS public assistance programs. MC-CHOICE was expanded during the first three years of the Lead Me Home planning process.

Continue with existing efforts to make medical and behavioral health clinical services including both mental health and substance abuse treatment, readily available to all homeless people who need them. The Affordable Care Act was implemented and expanded Medi-Cal eligibility to all income eligible individuals including homeless residents. Medi-Cal eligibility outreach and application assistance resources are available county-wide through the DSS MC-CHOICE program, Health Department staff,

and numerous community based application assistors. Expanded Medi-Cal enrollment provides an emerging opportunity to expand supportive services.

Integrated services clinics have been established in Marina and in South County. Behavioral Health is currently working to implement a new Alcohol and Other Drug Strategic Plan for Monterey County in response to the new Drug Medi-Cal Organized Delivery System. Additionally, CSVS continues to serve the homeless community with its mobile clinic in the Monterey Peninsula, Chinatown, and Pajaro.

To promote access to resources, the Service/Income/Employment Committee hosted a Mental Health and Substance Abuse Resource Session a Medical, Dental and Nutrition Resource Session. Both of these were conducted in July 2013 and were attended by more than 50 homeless service agency case managers.

Additionally, the City of Salinas has worked extensively with CHSP, the Salinas Downtown Community Board and the Chinatown Homeless Action Team to enter into a public/private partnership with the Franciscan Workers of Junipero Serra to pilot a service center at 115 East Lake Street. Through this partnership the building will be rehabilitated and will be used to conduct three primary components of homeless service delivery: installation of flush toilets and showers to address health and sanitation; serve as a hub for Coordinated Assessment and referral and provide space for mainstream service providers to meet with clients in Chinatown. The pilot program is expected to open in Spring 2016.

To address emerging opportunities available under the Affordable Care Act, a HUD technical assistance grant was provided to CHSP to convene the first regional "Meeting Unmet Housing and Healthcare Needs" summit on June 25, 2015. The summit was attended by homeless service agencies, hospitals, managed care providers, affordable housing developers and representatives from HUD, HHS, HCD, DHCS and CAPH. Action plans were drafted to address the following issues: identification of the population at the intersection of housing and healthcare assistance; identification of gaps in housing/treatment/service; role of healthcare entities in Coordinated Assessment and Referral Systems and the role of homeless service providers in healthcare reform; and core issues in program design and system coordination.

Strategy 2C – Enhance and Integrate Services at the Client Level

Action Steps:

1. Years 1-3: Seek out SSI/SSDI Outreach, Access, and Recovery (SOAR) training opportunities and implement the program at each relevant provider and government agency.
2. Years 4-6: Enhance coordination with mainstream benefits programs by routinely stationing eligibility staff, e.g. DSES, Social Security, etc., at homeless provider agencies and/or training staff at provider agencies to do more effective preliminary work, then transferring information into benefits applications.
3. Years 7-10: Increase access to online multi-benefit application programs (such as C4Yourself.com) that streamline access to certain cash, food & nutrition, and medical programs.

YEARS 1-3 UPDATE: *SOAR opportunities have been implemented however the benefits of the program have not been as robust as projected. MCCHOICE, the outreach unit for DSS, has a full schedule of locations throughout the County where eligibility work can be conducted. Outreach staff and community partners have been trained to use www.c4yourself.com as an enrollment tool to assist with creating a streamlined application process to Medi-Cal, CalFresh and CalWORKs.*

PRIORITY 3: SUPPORT ECONOMIC STABILITY

Strategy 3A – Launch Employment First Coordinated with Housing Support Services

Action Steps:

1. Years 1-3: Expand job training and employment opportunities for homeless people. Eliminate programmatic barriers such as “job-readiness” and put people to work as soon as possible.
2. Years 1-3: Work with employment program providers, representatives from the Chamber of Commerce, Downtown Business Association, Employment Development Department, and Workforce Investment Board to develop strategies for training and employing homeless people.
3. Years 4-6: Employment and job-training programs partner with other providers to provide case management services to retain participants in housing and provide support services, including referral and monitoring of mental health and substance abuse services to neighborhood-based service providers so homeless people receive a coordinated package of services that helps them to sustain employment.
4. Years 1-10: Enhance the effectiveness of mainstream employment programs in serving homeless people.
 - a. At mainstream employment agencies including the EDD, have a specialist that works with homeless people for employment assistance at mainstream employment programs and tailors services to meet their unique needs and realities.
 - b. Develop outcome measures to monitor effectiveness in placing homeless people in employment.

YEARS 1-3 UPDATE: *The Service/Income/Employment Committee set up an Employment Services resource session for homeless services agency case managers in May 2014 to connect them with employers interested in hiring homeless individuals. This was followed up with the development and delivery of job readiness training for homeless service agency case managers in July 2015.*

Through AB 109, the Community Corrections Partnership employment programs for formerly incarcerated individuals under community supervision has been expanded.

DSS implemented wage subsidy program provides wage subsidized employment experience for families who are receiving CalWORKs. The CalWORKs Family Stabilization program was implemented to support families with multiple barriers (including homelessness) achieve the stability necessary for employment.

Job fairs and resource fairs targeting homeless individuals have included:

- *Homeless veteran Stand Downs were conducted in 2012 and 2014. The Board of Supervisors allocated ongoing funding for continuing bi-annual Stand Downs.*
- *The Housing Authority along with Shoreline/Goodwill Industries have sponsored annual Biggest Little Job Fairs in Salinas since 2013, with 216 attendees in 2013, 155 in 2014 and 201 in 2015.*
- *VTC expanded programming to include a Job Development Center which opened in February 2015. There are 113 homeless veterans participating with the VTC Job Development Center. Additionally, VTC hosted a job fair targeted towards homeless veterans in April 2015 and September 2015.*
- *The Military and Veterans Affairs Office is initiating Veterans Resource Fairs with the first one occurring in November 2015.*

However, given the critical nature of this priority, additional traction is needed to strengthen employment supports for the broader homeless population.

Strategy 3B – Strengthen Job Development Capacity and Increase On-Site Support Following Job Placement

Action Steps:

1. Years 1-3: Develop appropriate goals and outcome measures for serving homeless people and collect data, including the number of homeless people placed in jobs each quarter.
2. Years 1-3: Increase employment program staff participation in business communities (e.g. chambers of commerce) to more effectively market consumers' employment services by advertising the strengths of consumers in the workplace.
3. Years 1-3: Increase individual consumer profiling and job matching capacity.
4. Years 4-6: Create a Tax Credit Cooperative to assist small- to medium-sized businesses take advantage of federal hiring incentives in order to expand employment and training opportunities for persons experiencing homelessness, such as the Work Opportunity Tax Credits for hiring TANF and SSI/SSDI recipients, disabled veterans, and ex-felons.
5. Years 4-6: Enhance access to employment supports, including child care, transportation, and funds for clothing and tools.
6. Years 7-10: Develop low-barrier job training programs based on successful models implemented in other communities such as the development of a culinary skills training institute for homeless or formerly homeless persons.

YEARS 1-3 UPDATE: *In addition to steps take in pursuit of Strategy 3A, additional traction and support from partners is needed in order for this strategy and related action steps to enhance momentum.*

Strategy 3C – Pursue Economic and Community Development Opportunities that will Create New Jobs for Homeless or Formerly Homeless Persons

Action Steps:

1. Years 1-3: Identify a Key Point Person(s) from the business community to participate in the Services and Employment/Income Committee.
2. Years 4-6: Develop social enterprise model that provides on-the-job-training for landscaping services during Chinatown Renewal Project in Salinas (see CHAT plan).
3. Years 7-10: Develop contract and grant award criteria to encourage employment of homeless or formerly homeless persons.
4. Years 1-10: Target key funding streams (e.g. CDBG, HOME, etc.) and engage community leaders during Consolidated Plan processes.

YEARS 1-3 UPDATE: *The Community Learning Center (CSUMB) in Chinatown was expanded to provide drop-in counseling, along with job readiness and computer literacy support. However, additional traction and support from partners is needed in order for this strategy and related action steps to enhance momentum.*

Strategy 3D – Enhance Access to Mainstream Benefits (GA, TANF, VA Benefits, SSI/SSDI, SNAP, CalFresh, Medi-Cal, Medicare)

Action Steps:

1. Years 1-3: Develop the capacity to screen for benefits eligibility and assist people with applications using the SOAR model, as well as a uniform benefits application and other technologies.

2. Years 4-6: Make it easier for homeless people to apply for benefits by designating a staff person at each benefits program to be specifically trained to assist and advocate for homeless clients and developing an expedited application process for homeless people.
3. Years 7-10: Facilitate inter-agency collaboration in assisting people to access benefits. Cross train homeless program and benefit program staff and promote interagency collaboration in documentation of diagnoses and assessments.

YEARS 1-3 UPDATE: *SOAR opportunities have been implemented however the benefits of the program have not been as robust as previously projected.*

Medi-Cal, CalFresh, CalWORKs and General Assistance eligibility outreach and application assistance resources are available county-wide through the DSS MC-CHOICE program. Health Department staff and numerous community based application assistants support enrollment in the Medi-Cal program. These outreach workers are present in areas such as Chinatown where there are high concentrations of homeless individuals. Additionally, community partners have been trained to use www.c4yourself.com as an enrollment tool to assist with creating a streamlined application process to Medi-Cal, CalFresh and CalWORKs.

Additionally, the Chinatown Homeless Action Team has hosted quarterly Chinatown BBQ's beginning in 2013 and continuing. These BBQ's integrate on-site services to homeless individuals at each event that provide general assistance/Medi-Cal enrollment, Cal-Fresh enrollment, Child Support services, HIV and Hepatitis C testing, homeless veterans services, recovery programs and shelter/housing programs.

PRIORITY 4: RETURN TO HOUSING

Strategy 4A – Plan for Stability Prior to Release

Action Steps:

1. Years 1-3: Create a pre-release agreement between SSA and Monterey County Jail and San Benito County Jail to put eligible inmates on disability benefits prior to release.
2. Years 1-3: Identify agencies that are currently working with inmates before release and provide opportunities for these organizations to provide training and expanded re-entry services, including housing access and employment.
3. Years 4-6: Develop systems to identify if individuals are homeless at jail intake and allow them access to pre-release services, which should include linkage with housing, connection to community-based treatment and services, and assistance in applying for benefits.
4. Years 7-10: Work with housing providers to develop dedicated/set-aside "re-entry vouchers" to provide housing with case management for ex-offenders returning to the community.
5. Years 1-10: Create marketing and public education strategies targeted to policy makers and solicit funding from Business Improvement Districts for the outreach teams for hard to house ex-offenders.

YEARS 1-3 UPDATE: *Relationships are in place to provide eligibility outreach to released offenders in community supervision through a partnership between probation and MCCHOICE (outreach program for DSS). Eligibility for inmates in Monterey County needing inpatient care is in place. Relationships with health care providers are in place to ensure access to Medi-Cal eligibility to all seeking care. A specific arrangement with Social Security has not been developed.*

The Community Corrections Partnership provides quarterly updates on re-entry efforts including pre-release services. Jail expansion strategies will allow better infrastructure for pre-release services.

Strategy 4B – Implement Alternatives to Arrest and Incarceration

Action Steps:

1. Years 1-3: Conduct cross-training for police and service providers. Law enforcement officers will receive training in how to engage with homeless people, mental health issues, crisis intervention techniques, use of the 5150 involuntary psychiatric hold, and what housing and services are available in order to do appropriate referrals. Law enforcement will provide their perspective on the issues they confront as well.
 - a. Enhance and replicate training by Community Action officers in the City of Monterey to train other jurisdictions' police/law enforcement officers on homeless outreach strategies and goals of discharge planning policies.
2. Years 4-6: Create specialty courts that involve partnerships with social services, public defenders, district attorneys, and courts.
 - a. Educate judges and court staff about the client population and about restorative justice and alternative sentencing options.
3. Years 7-10: As the multi-service center, Human Services Campus and regional centers come online; develop service models that allow for after-hours referrals by law enforcement as an alternative to incarceration (See Priority 3, Strategy B-1).

YEARS 1-3 UPDATE: CHSP continues to work to bring additional stakeholders into committees, work groups and action teams. One such example is the newly created "Monterey Homeless Exchange" which is a partnership between the Monterey Police Department and homeless service providers designed to triage the needs of the most vulnerable homeless persons within the city.

Behavioral Health has revitalized and expanded its Mobile Crisis Team which supports law enforcement during crisis situations. It also provides crisis intervention training to law enforcement officers.

Strategy 4C – Create Universal Healthcare Discharge Policies

Action Steps:

1. Years 1-3: Designate staff at all area hospitals to participate in quarterly hospital discharge planning roundtable meetings that center on housing-focused discharge planning trainings. Roundtable meetings will be organized by the Healthcare Action Team. Curriculum can be developed to bring local practices to scale (such as social work and benefits assistance programs at Natividad Hospital) and to provide ongoing support to roundtable members through training and care management meetings.
2. Years 4-6: Develop systems to identify homeless individuals and medically indigent adults when they present for emergency services and link them to appropriate housing interventions.
3. Years 7-10: Develop more medical respite beds for people who are medically fragile and not able to enter permanent housing.
4. Years 1-10: Conduct outreach and public education around the Affordable Care Act to help put eligible people on insurance.

YEARS 1-3 UPDATE: Local hospitals and the Hospital Council of Northern & Central California partnered with Shelter Outreach Plus to develop a medical respite transitional housing program for patients with ongoing medical needs who face discharge without housing. Final implementation for this program is slated for Spring 2016.

New challenges are emerging related to the availability of residential board and care programs.

Strategy 4D – Transition Age Youth, and Youth Aging Out Foster Care to Housing and Income Stability

Action Steps:

1. Years 1-3: Expand the services available to assist youth in successfully transitioning out of foster care and into housing from runaway status in order to be able to provide a broader range of services to more consumers, begin interventions with foster youth at an early age, and create more peer- focused supports
2. Years 4-6: Develop policies and procedures with juvenile detention systems and school districts geared towards linking foster youth with service providers and link them to targeted housing.
3. Years 4-6: Develop a sub-lease program targeted for transitional-age youth.
4. Years 7-10: Target Family Reunification Vouchers for Transitional-Age Youth.
5. Years 1-10: Create public awareness and marketing campaign designed to increase political support and raise funds.

YEARS 1-3 UPDATE: Resources for emancipating foster youth (both Child Welfare and Probation) was expanded dramatically with the extension of foster care payments through to age 21 and the continued THP+ program provided by Peacock Acres and numerous individual care providers. AB 12, which fully implemented in January 2014, allows youth who age out of foster care to be able to continue receiving support for their housing costs up through their 21st birthday, a key effort to prevent homelessness among a particularly vulnerable group of young adults.

The Epicenter, a youth led resource center in Salinas, was established to provide peer support for foster youth, probation involved youth, runaway, homeless and other at risk youth. The Safe Passage program in Monterey continues.

IMPLEMENTATION: ORGANIZE RESOURCES, GOVERN A NETWORK

Strategy 5A – Develop Resources & Formalize Support Plan for Implementation

Action Steps:

1. Years 1-3: Identify funds to support an FTE focused on plan implementation.
2. Years 1-3: Draft MOUs to define collaborative relationships between the Leadership Council and public and nonprofit agencies serving people who are homeless or at-risk.
3. Years 1-3: Identify Council members from public and nonprofit agencies, businesses and schools, and consumers.

YEARS 1-3 UPDATE: Dedicated funding for the Lead Me Home plan implementation has not been made available. However, the partnership among participating organizations and the leadership of the limited staffing within the Coalition of Homeless Services Providers has been sustained to support ongoing progress.

Strategy 5B – Identify Funds to Implement Plan Initiatives

Action Steps, 5B Part 1 – Develop New Funds:

1. Years 1-3: Organize a public education and fundraising campaign to collect contributions from business and civic organizations and from private citizens. Develop Social Impact Bonds (see Priority 2-C-1), Housing Trust Fund (see Priority 2-C-1), and Tax Credit Cooperative (Priority 4-B-4)
2. Years 1-3: Establish priorities for funding and allocation of resources in line with the priorities.

3. Years 1-10: Assess and effectively use funds available to the community and to local jurisdictions, such as Department of Social Services, Health Department and other relevant sources. Include Redevelopment Agency funds, Inclusionary Zoning fees, Prop 63, Housing Trust Fund, CDBG, FESG, ESG, Continuum of Care grants and other funding. Develop grants infrastructure (see Priority 1-B-1).

YEARS 1-3 UPDATE: *Dedicated funding for the Lead Me Home plan implementation has not been made available. However, many new projects have been directly funded by through grants to service providers and technical assistance grants from HUD have overall progress of the plan. Additional traction and support from partners is needed in order for this strategy and related action steps to enhance momentum.*

Action Steps, 5B Part 2 – Document Cost-Savings Resulting from Implementation of Plan Strategies:

1. Years 1-3: Create a baseline of the costs of homelessness for the first three years of Plan implementation. This should encompass costs incurred by police, hospitals, mental health and substance abuse crisis centers, social service programs, and the corrections system/ jail and prison. Once best practices are implemented, track service utilization, document cost-savings, and reinvest savings in identified programs/ housing.
2. Years 4-6: Implement mechanisms to document and capture cost-savings in mainstream systems and programs due to reduced use of services by homeless people after they access housing. Reinvest cost savings in affordable housing, homeless housing and services, and plan implementation.

YEARS 1-3 UPDATE: *Additional traction and support from partners is needed in order for this strategy and related action steps to enhance momentum.*

Strategy 5C – Establish Outcomes Measures and Track Progress

Action Steps:

1. Years 1-3: Further develop and enhance the Homeless Management Information System (HMIS) to have the capacity to collect and analyze data on homelessness and program outcomes and to facilitate inter-agency case management and information-sharing.
2. Years 1-3: Identify gaps in HMIS participation with service providers and improve data quality and utilization rates.
3. Years 1-3: Organize and host multi-sector meetings to establish community-wide performance outcomes in each of the Plan content areas.
4. Years 4-6: Facilitate participation in HMIS by mainstream and non-HUD or VA funded agencies.

YEARS 1-3 UPDATE: *HMIS in Monterey County is hosted by CHSP and supported Community Technology Alliance (CTA). The HMIS Oversight Committee comprised of user agency decision makers with an emphasis on policy meets monthly. The HMIS User Group which is comprised of front line HMIS users meets monthly to address user level training needs and troubleshooting. Data Quality forums with user agency quality assurance staff meet every 45 days to focus on data quality and integrity. Advance Reporting Tool (ART) forums are conducted every 45 days and are comprised of HMIS ART license holders with a focus on reporting. All HMIS users have been trained on current national data standards in through a series of training sessions conducted in 2014 and sustained through new HMIS User training sessions that are conducted every 45 days.*

The Leadership Council adopted a HMIS Security Plan policy in July 2014.

Strategy 5D – Annually Evaluate Success in Addressing Homelessness and Progress in Plan Implantation. Use Analysis to Guide Planning and Program Development, Facilitate Continued Improvement, and Inform Funding Allocations

Action Steps:

1. Years 1-10: Annually review, monitor and re-adjust goals, strategies, and actions set forth in the plan.
2. Years 1-10: Convene an annual “state of homelessness” conference, including housing, treatment and service agencies working with homeless people to discuss outcomes and progress.
3. Years 1-10: Develop an Annual Work Plan based on data and performance evaluation and incorporate any necessary course corrections. Consider whether agencies are effectively adapting the new priorities called for in the Plan and identify how to support them in making necessary changes, including assistance with strategic planning, development of new systems and other capacity building efforts, and staff training and cross-training.
4. Years 4-6: Publish outcomes as part of community-wide indicators report or in a “report card” format.

YEARS 1-3 UPDATE: The Homeless Services systems maps developed in 2015 by the Corporation for Supportive Housing through a HUD technical assistance grant provides a foundation for setting goals and strategies. These systems maps used HMIS data assess outcomes from those served at emergency shelters and transitional housing programs. (See pages 18 and 19.)

Salinas/ Monterey County Homeless System Map - Single Adults

