

A close-up photograph of a hand holding a set of keys. The hand is positioned in the foreground, with the fingers slightly curled around the keys. The keys are silver and include a heart-shaped keychain with the word 'LOVE' embossed on it. In the background, a door handle is visible, slightly out of focus. The overall lighting is warm and soft, creating a sense of hope and security.

ACTION PLAN

for Preventing and Ending
Homelessness in California



**California
Interagency Council
on Homelessness**

Originally Adopted March 2021

Updated and Adopted September 2022

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A MESSAGE FROM GOVERNOR GAVIN NEWSOM

My Administration, and the California Interagency Council on Homelessness (Cal ICH), remain laser focused on the importance of Housing for All – providing safe and stable homes for each and every one of us – for ourselves, for our families, for our loved ones, and for our neighbors.

We continue to advance solutions and historic investments to address homelessness and housing needs through Homekey; the Homeless Housing, Assistance and Prevention Program; the Encampment Resolution Funding Program; the Behavioral Health Bridge Housing program; our housing programs that are integrated into our social safety net; and other critical resources that create connections with essential mainstream supportive services and increase the availability of affordable housing. We also continue to implement profound reforms within our Medi-Cal program to better address the needs of vulnerable Californians and fully engage health programs and resources into our efforts to prevent and end homelessness.

And we're making sure that we are all accountable to driving progress and realizing the effect of these investments and reforms – our grant recipients, our partners in local government, and our state agencies and departments.

The State Agencies and Departments that are members of Cal ICH are providing transparency and accountability by annually updating and refining the State's Action Plan for Preventing and Ending Homelessness. This updated Plan, adopted by the Council in September 2022, will remain a living document. We will continue to sharpen and refine our efforts, and create greater momentum on our path forward, through collaboration across State departments and with local communities, and with a sustained commitment to racial equity and justice.

California Interagency Council on Homelessness

From Council Co-Chairs

Secretary Lourdes M. Castro Ramírez, MA

California Business, Consumer Services
and Housing Agency

Secretary Mark Ghaly, MD, MPH

California Health and Human Services
Agency

As Co-Chairs for the California Interagency Council on Homelessness (Cal ICH), we are pleased to share with you the Fiscal Year 2022-23 annual update to the Action Plan for Preventing and Ending Homelessness in California.

In January 2022, we had our first quarterly meeting that convened the Council under its new structure, which now includes 20 members: four Cabinet Secretaries, 14 State Department heads, and two community leaders appointed by the State Legislature. As Co-Chairs, our role includes setting the stage for the purposeful and person-centered integration of specialized housing and homelessness programs with mainstream health and human services.

The annual update to the Action Plan was unanimously adopted by the Council at its September 2022 meeting, and showcases the deep partnership that we are embarking on across State government to increase shared accountability, transparency, and coordination across systems with a housing and health framework that we believe will help us to better serve Californians who are experiencing homelessness or at imminent risk of homelessness. We are also stepping forward with an intentional focus on equity, cross-sector collaboration, and collective action as we work towards a future where homelessness is rare, brief, and a one-time experience.

We look forward to working with our Council members and our community partners to ensure that this plan leads us to action on preventing and ending homelessness in California.

California Interagency Council on Homelessness Membership

Lourdes M. Castro Ramírez (Co-Chair)

Secretary, California Business, Consumer Services and Housing Agency

Kathleen Allison

Secretary, California Department of Corrections and Rehabilitation

Tomás J. Aragón

State Public Health Officer and Director, California Department of Public Health

Stephanie Clendenin

Director, California Department of State Hospitals

Jacey Cooper

State Medicaid Director and Chief Deputy Director of Health Care Programs, California Department of Health Care Services

Susan DeMarois

Director, California Department of Aging

Mark Ghilarducci

Director, California Governor's Office of Emergency Services

Vito Imbasciani

Secretary, California Department Veterans Affairs

Kim Johnson

Director, California Department of Social Services

Tiena Johnson Hall

Executive Director, California Housing Finance Agency

Dr. Mark Ghaly (Co-Chair)

Secretary, California Health and Human Services Agency

Veronica Lewis

Director, Homeless Outreach Program Integrated Care System (*appointed by Speaker of the Assembly*)

Tomiquia Moss

Founder & Chief Executive, All Home (*appointed by the Senate Rules Committee*)

Mindi Parsons

Administrator, Integrated Student Support and Programs Office, California Department of Education

Tim Rainey

Executive Director, California Workforce Development Board

Nancee Robles

Executive Director, California Tax Credit Allocation Committee

Rebecca Ruan-O'Shaughnessy

Vice Chancellor of Educational Services and Support, California Community Colleges Chancellor's Office

Tony Tavares

Director, California Department of Transportation

Gustavo Velasquez

Director, California Department of Housing and Community Development

Joe Xavier

Director, California Department of Rehabilitation

The Council extends its gratitude to all parties that shaped this Action Plan: this includes, but is not limited to, State staff, local government representatives, advocates, researchers, and individuals who provided expertise drawn from their lived experiences. We are grateful for the work of consultant Matthew Doherty, for supporting the development, implementation, and updating of this Action Plan, to guide and direct our efforts to prevent and end homelessness across California. This plan was also made possible by the tireless efforts of Corrin Buchanan, CalHHS Deputy Secretary for Policy and Strategic Planning, and Dhakshika Wickrema, BCSH Deputy Secretary for Homelessness.

California Interagency Council on Homelessness Staff Acknowledgements

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Table of Contents

- EXECUTIVE SUMMARY 1
- THE CALIFORNIA INTERAGENCY COUNCIL ON HOMELESSNESS 4
- ACTION PLAN'S VISION..... 5
- ACTION PLAN'S FIVE ACTION AREAS..... 6
 - Action Plan's Objectives..... 7
 - Timeframe for this Action Plan..... 7
- KEY PRINCIPLES AND PRACTICES 10
- ADVISORY AND IMPLEMENTATION STRUCTURES TO DRIVE PROGRESS 12
- HOMELESSNESS IN CALIFORNIA 15
- DEFINING AND MEASURING PROGRESS 17
- DEVELOPMENT AND UPDATING OF THIS ACTION PLAN..... 19
- OBJECTIVES, ACTIVITIES, TIMEFRAMES, AND PERFORMANCE MEASURES 20
 - Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California 22
 - Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness..... 50
 - Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing 57
 - Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities.. 67
 - Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness..... 79
- Exhibit A. Organizations Represented within Stakeholder Input Conversations 93
- Exhibit B. List of Acronyms and Meanings Used Within Action Plan 94

EXECUTIVE SUMMARY

Vision and Intent of this Action Plan

On any given night, more than 161,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States. Making significant progress in preventing and ending homelessness across the state will require sustained and focused efforts at the Federal, State, and local levels. Through this Action Plan, the California Interagency Council on Homelessness is pursuing a vision for the Council and the State's work to prevent and end homelessness that features:



- **Increased leadership from the State for identifying and supporting both short-term interventions and long-term solutions:** The State's activities will continue to embrace and advance Housing First practices and approaches, as well as expand access to permanent housing opportunities, which people need to end their homelessness successfully and which can provide the platform from which they can pursue other goals, including educational advancement and employment.
- **Purposeful, action-oriented coordination and alignment across State agencies and programs:** A primary emphasis will be placed on continuing to strengthen the alignment of housing, homelessness, and health care strategies and solutions, to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being, as we all deserve.
- **Stronger, collaborative partnerships with public and private partners in communities:** As we continue to scale the investment of State resources into local communities, we will both deliver the guidance and technical assistance that communities need to succeed and implement accountability mechanisms to ensure the effective stewardship and impact of public resources.

This Action Plan orients the State's efforts to drive purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California, motivated by a vision of a future in which homelessness in California is:

- Rare, because it is prevented whenever possible;
- Brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a
- One-time experience, ended successfully the first time so that no Californians experience homelessness repeatedly.

Driving Progress Across Five Action Areas

The Action Plan drives progress across five distinct, interrelated, and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness. The Plan is focused on fifteen Objectives that are aligned with these Action Areas and also identifies approximately 150 Activities that are being implemented in pursuit of those Objectives, as summarized below.

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



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

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



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

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



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

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



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

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



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

Implementation and Performance Measurement

The Action Plan was first adopted in March 2021 and covers the State's work from FY 20-21 through FY 22-23. The plan focused on the highest-priority strategies that will have the greatest impact, with a commitment to update Activities during FY 22-23. This update also includes the addition of five additional departments added to the council when the Homeless Coordinating and Financing Council was reformed into the California Interagency Council on Homelessness in January 2022.

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

Cal ICH, along with its member agencies and departments, will pursue the Plan's vision with shared accountability across State entities and with local partners, including consistent and transparent reporting of progress in the implementation of the Plan. The [Action Plan Implementation Progress Report for Fiscal Year 20-21](#) was prepared based upon reporting provided by all of the Council's member agencies and departments, and was adopted by the Council in November 2021. A progress report for FY 21-22 is being prepared at this time for release in Fall 2022.

The Action Plan lays the foundation for shared state accountability that is mirrored by new mechanisms for increased local accountability, including through a requirement for Local Homelessness Action Plans which were initiated by the state through [Round 3 of the Homeless Housing, Assistance and Prevention](#) program. Local Homelessness Action Plans provide region- and jurisdiction-specific plans, projections, and intent for marshalling state resources towards more efficient systems, as evidenced through key metrics. The design and criteria for approval of the plan components were vetted and approved through the Council.

Conclusion

Driving progress on preventing and ending homelessness requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. It also requires a focus on racial equity and an incorporation of people with lived expertise in order to address the disparities that currently exist in our systems. The updating of this Action Plan represents Cal ICH's commitment to action-oriented, evolving, and continuously strengthened coordination across State entities and programs, in pursuit of a future in which homelessness in California is a rare experience, and is brief and one-time when it does occur.

How to use this plan: It is the State's intention that people across California will use this Action Plan document to understand the comprehensive range of strategies being implemented across State agencies and programs; to strengthen local discussions, strategies, programs, and policy decisions; and as a potential template for local strategic plans for preventing and ending homelessness.

THE CALIFORNIA INTERAGENCY COUNCIL ON HOMELESSNESS

The Homeless Coordinating and Financing Council was established in 2017 to oversee the implementation of Housing First regulations across State-funded programs. The Council was reformed in January 2022 as the California Interagency Council on Homelessness with the mission to develop policies and to identify and coordinate resources, benefits, and services to prevent and end homelessness in California.

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

The Council, co-chaired by the Secretary of the Business, Consumer Services and Housing Agency (BCSH) and the Secretary of the Health and Human Services Agency (CalHHS) is comprised of 18 leaders from State agencies and departments, one community leader appointed by Speaker of the Assembly, and one community leader appointed by the Senate Rules Committee.

Cal ICH is responsible for monitoring the implementation of this Action Plan and for working with all members to update the Plan on an annual basis to tailor its Objectives and Activities. Council members are responsible for mobilizing actions and accountability across their agencies and departments in support of the Action Plan's implementation. Cal ICH staff and senior staff across Council member agencies and departments will be

responsible for ensuring that the Activities committed to in this plan are implemented and well-coordinated, and for reporting to the Council on its implementation, regarding the measures identified within the Action Plan, and on progress toward fulfilling Cal ICH's statutory requirements. A team of over sixty Cal ICH staff oversee and implement:

- Major grant programs, including the Homeless Housing, Assistance and Prevention Program (HHAP), Tribal HHAP Grants Program, Family Homelessness Challenge Grants (FHC), and the Encampment Resolution Funding Program (ERF);
- The development and ongoing management of the Homeless Data Integration System (HDIS) and implement analyses and assessment activities, including a statewide Landscape Assessment currently underway to provide a holistic understanding of how State resources are being used and to guide State policy decisions;
- Coordination of Council activities across State agencies and departments to ensure alignment with the Council's policy priorities and best practices; and
- Partnerships with Continuums of Care (CoCs), Federal agencies, city and county governments, non-profits, housing and services providers, and other stakeholders to advance shared and coordinated work to improve State-funded services and programs.

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

ACTION PLAN'S VISION

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

The vision for this plan features:

- **Increased leadership from the State for identifying and supporting both short-term interventions and long-term solutions:** The state's activities will continue to embrace and advance Housing First practices and approaches as well as to expand access to permanent housing opportunities that people need to end their homelessness successfully, which can provide the platform from which they can pursue other goals, including educational advancement and employment.
- **Purposeful, action-oriented coordination and alignment across State agencies and programs:** A primary emphasis will be placed on continuing to strengthen the alignment of housing, homelessness, and health care strategies and solutions, to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being, as we all deserve.
- **Stronger, collaborative partnerships with public and private partners in communities:** As we continue to scale the investment of State resources into local communities, we will both deliver the guidance and technical assistance that communities need to succeed, and implement accountability mechanisms to ensure the effective stewardship and impact of public resources.

In pursuing this vision, Cal ICH recognizes that the response to homelessness in California must address and reduce well-documented racial inequities in who experiences housing instability and risks of homelessness, in who experiences homelessness, and in how people are served and the outcomes achieved within the homelessness response systems.

Finally, the vision for this Action Plan is not simply to make changes in how Cal ICH and State agencies do their work. Rather, this Action Plan seeks to orient the totality of the State's efforts to drive purposeful, meaningful, and measurable progress. The development and implementation of this Action Plan creates commitments and structures through which Cal ICH and its member departments will relentlessly pursue that vision and will support communities to achieve this vision as well. It creates shared accountability with State departments and local partners as well as adds a sharpened focus on data and analyses that will help assess progress and inform adjustments to sharpen strategies.

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

ACTION PLAN'S FIVE ACTION AREAS

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

ACTION AREA 1

Strengthening Our Systems to Better Prevent and End Homelessness in California



ACTION AREA 2

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



ACTION AREA 3

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



ACTION AREA 4

Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities



ACTION AREA 5

Preventing Californians from Experiencing the Crisis of Homelessness





Photo courtesy of The Danco Group

Action Plan's Objectives

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

- Activities to be implemented to drive progress toward achievement of the Objectives.
- The Lead Department or Departments responsible for implementing each Activity, which can be state agencies or departments, interagency Working Groups, or other entities.
- The Collaborating Departments deeply involved in implementing each Activity.
- Timeframes for each Activity.
- Performance Measurements that will be used to assess progress and impact, including process measures, output measures, and, when possible, outcome measures.

Timeframe for this Action Plan

The Action Plan was adopted in March 2021 to covers the State's FY 20-21 through FY 22-23, with the explicit commitment to update the Action Plan in order to identify more specific Activities to be implemented during FY 22-23.

The Action Plan is not intended to be inclusive of every strategic activity or investment that State agencies or the Council will undertake, but instead seeks to focus on the highest-priority strategies and efforts that will have the greatest impact.

Therefore, this updated Action Plan now focuses on high-priority Activities that will continue to be implemented or will be initiated during FY 22-23. The [Action Plan Implementation Progress Report for Fiscal Year 20-21](#) was adopted by the Council in November 2021 and is publicly available, and a progress report for FY 21-22 is being prepared at this time for release in Fall 2022.



ACTION AREA 1

Strengthening Our Systems to Better Prevent and End Homelessness in California

▶ Objective 1

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

▶ Objective 2

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

▶ Objective 3

Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

▶ Objective 4

Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

▶ Objective 5

Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

▶ Objective 6

Increase public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.



ACTION AREA 2

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

▶ Objective 7

Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

▶ Objective 8

Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.



ACTION AREA 3

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

▶ Objective 9

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

▶ Objective 10

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



ACTION AREA 4

Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

► Objective 11

Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

► Objective 12

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

► Objective 13

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



ACTION AREA 5

Preventing Californians from Experiencing the Crisis of Homelessness

► Objective 14

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

► Objective 15

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

KEY PRINCIPLES AND PRACTICES

Cal ICH is committed to implementing this Action Plan in alignment with the following principles and practices.

Pursuing Racial Equity and Justice

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

Creating Solutions for the Full Diversity of People Experiencing Homelessness

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

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

Systems, programs, and strategic decisions must be deeply informed by and guided by people who have expertise that is grounded in lived experiences of homelessness. Cal ICH will strengthen its partnerships with people with lived expertise through the formation of a new Lived Experience Advisory Board, which will deeply inform the implementation of Activities throughout this Action Plan, and will also encourage and support communities to further center the voices of people with lived experiences of homelessness within their local planning, decision-making, and activities.

Strengthening Housing First Approaches

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

Balancing Crisis Response and Permanent Housing Solutions

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

Advancing Trauma-Informed Care and Person-Centered Services

Homelessness response systems must strengthen their capacity to implement trauma-informed care, responsive to the impacts of trauma associated with experiences of homelessness, and person-centered services that use strength-based approaches to empower people to identify their goals, make decisions regarding accessing services, and determine their pathways out of homelessness. Cal ICH and member departments will ensure that the implementation of state programs and resources will advance the implementation of these and other best practices.

Aligning Health, Housing, and Homelessness Strategies

As the State provides historic investments into housing and homelessness programs and implements profound reforms within our Medi-Cal program, agencies and departments will strive to strengthen the alignment of housing, homelessness, and health care strategies and solutions, to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being, as we all deserve.

ADVISORY AND IMPLEMENTATION STRUCTURES TO DRIVE PROGRESS

The execution of this Action Plan will be supported through additional advisory and implementation structures.

Per AB 1220 (2021), Cal ICH is currently forming an **Advisory Committee** that will reflect racial and gender diversity, and shall include the following: a survivor of gender-based violence who formerly experienced homelessness; representatives of local agencies or organizations that participate in the U.S. Department of Housing and Urban Development's Continuum of Care Program; stakeholders with expertise in solutions to homelessness and best practices from other states; representatives of committees on African Americans, youth, and survivors of gender-based violence; a current or formerly homeless person who lives in California; and a current or formerly homeless youth who lives in California. Further, this Advisory Committee shall designate a member to participate in every quarterly Council meeting to provide a report to the Council on Advisory Committee activities. The Advisory Committee is projected to meet for the first time during the 2nd Quarter of FY 22-23.

Cal ICH is also forming a **Lived Experience Advisory Board**, comprising a variety of individuals with lived experiences of homelessness in California, to inform a broad range of considerations and decisions of Cal ICH and member departments, and to help guide and assess the implementation of this Action Plan. The work towards the formation of the committee is currently underway and the establishment of the committee is project for the current fiscal year.

In addition, **five Working Groups** are projected to be formed, charged with implementing specific Activities, and with developing plans for additional Activities, as described in more detail below. Each Working Group is aligned with priorities identified by stakeholders and partners during the development of this plan, and some may be time-limited, while others may be sustained for longer terms or on an ongoing basis. Each of the five Working Groups will actively involve external stakeholders and partners alongside State staff, either in advisory roles or as official members of the Working Groups. The information provided below identifies Cal ICH member departments who are expected to be represented on the Working Groups. Representatives may also be recruited from other relevant departments who are not represented on the Council.

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

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

The five Working Groups will be formed in the following order:



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

State Funding and Programs Working Group

Comprised of State staff only, this Working Group was formed in late 2021 and is charged with: identifying opportunities for streamlining deployment of State funding; improving access to funding and programs for organizations deeply engaged with historically marginalized communities, including Tribal communities; documenting and projecting the cumulative impact of State funding, programs, and initiatives on the creation or provision of housing opportunities for people exiting homelessness; creating clearer standards for the housing and services interventions to be supported by State funding and programs; collecting and analyzing data on current state funding, programs, and initiatives and assessing and strengthening their equity impacts; providing guidance regarding best uses of Federal, State, and local funding and regarding targeting and prioritization of people for access to housing opportunities; assessing and addressing challenges that smaller communities face in securing and implementing State funding; and other priorities determined by the Working Group.

Participating Departments

Cal ICH, HCD, CDSS, DHCS, CalOES, CDPH, CDCR, CCCCO, CDE, CDA, CalHFA, DSH, CalVet, Caltrans, and other Cal ICH member departments with relevant funding programs.

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

Racial Equity Working Group

Including both State staff and external stakeholders, this Working Group is in the process of being formed during 2022 and is charged with: expanding the range of strategies and activities being implemented by State agencies; analyzing data and reporting across State programs to assess equity in access, housing interventions, services, and outcomes for Black, Indigenous, and people of color; refining procurement processes to ensure more equitable distribution of funds and reach into historically marginalized communities, including Tribal communities; providing guidance to support communities to not implement inequitable policies and practices, including criminalization measures and enforcement activities; and other strategies and activities to address inequities in homelessness and housing instability determined by the Working Group.

Participating Departments

All Cal ICH Member Departments

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

Youth and Young Adults Working Group

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

Participating Departments

Cal ICH, CalOES, CDSS, CCC, CDE, HCD, DHCS, CDCR

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

Employment Working Group

Including both State staff and external stakeholders, and charged with: identifying strong and promising practices, including services, training, and social enterprise models, and opportunities for more formal evaluation activities; supporting stronger focus on employment and income within homelessness response systems; exploring opportunities to better serve vulnerable and underserved populations under the Workforce Innovation and Opportunities Act regulations and programs; identifying

strategies to address education and employment goals of youth experiencing homelessness; increasing focus on creating employment opportunities through State programs and funding; and other priorities determined by the Working Group of State.

Participating Departments

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

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

Transitions/Re-Entry Working Group

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

Participating Departments

Cal ICH, CDCR, CDSS, DHCS

HOMELESSNESS IN CALIFORNIA

According to the most recent estimates, on any given night, more than 161,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States, and including:

- Nearly 136,000 adult individuals
- Nearly 26,000 people in families with children
- More than 12,000 unaccompanied youth
- More than 11,000 Veterans
- And nearly 49,000 chronically homeless individuals (people with disabilities with long-term and repeated patterns of homelessness)

Among California's homeless population, approximately 70% are unsheltered and 30% are sheltered. Unaccompanied youth have a higher rate of unsheltered homelessness than other populations, with about 8 in 10 of the more than 12,000 homeless youth not having shelter on any given night across California.

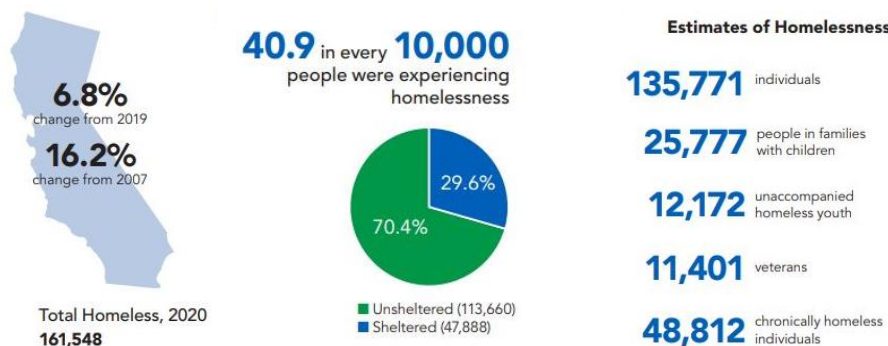
Homelessness in California reflects stark racial inequities and the impacts of systemic racism. The disproportionate negative impacts of system involvement in the criminal legal system, lack of quality and affordable health

care, housing discrimination and the continued impacts of redlining policies, and a host of other socially-determined factors have had catastrophic impacts on Black, Indigenous, and people of color (BIPOC) in California. Black Californians make up about 7% of the state's population yet represent nearly one-third (31%) of the more than 161,000 people experiencing homelessness across the state.

The persistence of these racial inequities has been perpetuated by public policies that have actively worked to the disadvantage of BIPOC communities and require thorough analysis and urgent, innovative, and sustained actions to address, reduce, and eventually eliminate these disparities and achieve racial equity. The Council and staff at Cal ICH are committed to centering a focus on racial equity and justice within data analyses, within training and technical assistance efforts, and within the implementation of State programs.

Note: These estimates rely upon 2020 Point-in-Time Counts because most communities did not perform counts of people experiencing unsheltered homelessness in 2021, due to the COVID-19 pandemic, and 2022 data is not available as of time of adoption of this updated Action Plan.

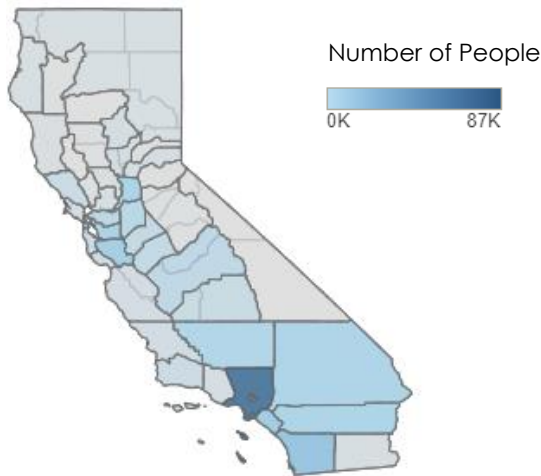
2020 Point-in-Time Counts



Source: The 2020 Annual Homeless Assessment Report (AHAR) to Congress, U.S. Department of Housing and Urban Development

People Served by State's Homelessness Response System in 2021

Drawing from the state's Homeless Data Integration System (HDIS), as opposed to the annual Point-in-Time Counts used above, Cal ICH estimates that over 268,000 people were served by state-, locally-, and federally-funded homelessness services and housing programs during the 2021 calendar year through services such as emergency shelters, temporary housing, rental assistance, and permanent supportive housing. Half of the estimated people served were in jurisdictions within four Continuums of Care: Los Angeles (32%), San Diego (9%), Santa Clara (6%) and San Francisco (5%). The demographics of those served depict a system that is serving people with a wide variety of needs, experiences, and backgrounds. Among those served, over half were either 24 and under (30%) or over 55 (21%). Additionally, the race and ethnicity breakdown hews closely to those demographics in the population of people experiencing homelessness in California overall, suggesting that, collectively, programs in California are reaching those groups proportionately.



People Served by the Homelessness Response System in California in 2021

268,263

Individuals*

173,346

People in families with children*

90,927

Unaccompanied youth (included within the individual and family groups)

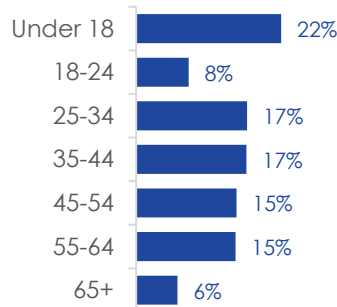
25,182

*Subpopulation estimates (i.e., individuals and people in families with children) may not add up to total population estimates (i.e., people served by the homelessness response system) due to people served with unknown household types

Demographic Characteristics

- 8% Veterans
- 45% People with disabling conditions
- 19% Survivors of domestic violence
- 56% men; 41% women; 1% transgender, questioning gender, or non-singular gender; 2% unknown gender

Age Groups



Race and Ethnicity

White	55%
Black, African American, or African	28%
Multiple Races	4%
Unknown	7%
American Indian, Alaska Native, or Indigenous	3%
Asian or Asian American	2%
Native Hawaiian or Pacific Islander	1%
<hr/>	
Not Hispanic/Latinx	63%
Hispanic/Latinx	37%

Additional updates and changes to HDIS will improve and expand on the state's ability to understand the reach of its programs and the people served. For more information see <https://www.bcsd.ca.gov/calich/hdis.html>.

DEFINING AND MEASURING PROGRESS

This Action Plan includes a strong commitment to accountability and performance measures, inclusive of Process Measures, Output Measures, and, when possible, Outcome Measures.

Cal ICH launched the State's Homeless Data Integration System (HDIS) in Spring 2021 to securely collect, match, and de-duplicate records from local Homeless Management Information Systems. HDIS allows the State of California to access and compile standardized homelessness data collected by individual Continuums of Care (CoCs) in order to make data-driven policy decisions aimed at preventing and ending homelessness in California. Specifically, it increases the State's ability to identify patterns of service usage across regions, specific sub-populations, and support broader efforts to identify racial and other inequalities among people experiencing homelessness.

In addition, beginning with the third round of the Homeless Housing, Assistance and Prevention (HHAP) program, Continuums of Care, Counties, and Cities receiving HHAP funding are required to submit local homelessness action plans which include landscape analyses, outcome goals set against standardized measures, and strategies for achieving those goals, subject to Cal ICH review and approval. The goals set within these local homelessness action plans will enable the State to better project progress to be made across the state, to monitor performance against those projections, and to tailor and target strategies that can support increased progress.



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

See the next page for these key performance measures.



Key Performance Measures:

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

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

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

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

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

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

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

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

Note: A summary of these measures for FY 20-21 can be found in the [*Action Plan Implementation Progress Report for Fiscal Year 20-21*](#) and performance against these measures will also be included in FY 21-22 Progress Report to be issued in Fall 2022.

DEVELOPMENT AND UPDATING OF THIS ACTION PLAN

Under the guidance and direction of the Council, and deeply informed by planning conversations with State staff and input discussions with external stakeholders, Cal ICH staff and consultant Matthew Doherty led the development and updating of this Action Plan. Council meetings were used as critical milestones and decision points in its development.

The planning process was initiated in July 2020, including surveying conversations with Council Members and the initiation of extensive external input conversations. Over the course of five regular and special Council meetings, the Plan's Action Areas and Objectives were developed and adopted current and planned Activities across State agencies were identified, and priorities for additional State activities based on external stakeholder conversations were discussed, ultimately leading to the Action Plan being adopted by the Council at its March 2021 meeting.



The updating of the Action Plan was initiated at the Council's January 2022 meeting, followed by planning conversations with State staff and stakeholder engagement activities, including two virtual input sessions and discussions with local advisory bodies of people with lived expertise. The Council discussed priorities for the updated Action Plan at its May 2022 meeting, and the updated Plan will be brought before the council during the September 2022 council meeting.

A list of organizations that have been represented within external stakeholder input conversations is included as [Exhibit A](#), with regrets for any accidental omissions of organizations who participated in input discussions.



OBJECTIVES, ACTIVITIES, TIMEFRAMES, AND PERFORMANCE MEASURES

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development, adoption, and updating of this Action Plan are significant steps forward for Cal ICH and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and to deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it does occur.

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

Action Plan Objectives, Activities, Timeframes, & Performance Measures



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



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



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



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



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



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

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

► Objective 1

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

► Objective 2

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

► Objective 3

Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

► Objective 4

Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

► Objective 5

Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

► Objective 6

Increase public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Provide and coordinate technical assistance (TA) focused on racial equity to support equitable access and outcomes within State-funded programs, and to strengthen coordinated entry systems, prioritization policies, and targeting strategies in order to address disparities in access to services and resources.</p>	Cal ICH	HCD, CDSS, and will also engage with SGC	TA initiated by Q4 of FY 20-21	<p>Process Measure: Documentation of various forms of technical assistance (TA) delivered.</p> <p>Output Measure: Number of grantees receiving formal TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each TA engagement.</p>
<p>2. Provide technical assistance and training opportunities, participate in listening or feedback sessions, and adapt program guidelines and guidance, to enhance Tribal Organizations' access to State homelessness and housing programs and resources.</p>	Cal ICH, HCD, CDSS	All Cal ICH Member Departments	On-going	<p>Process Measure: Documentation of updated program or tribe specific guidelines and NOFAs to reflect tribal access.</p> <p>Output Measures: Number of tribal engagement and outreach efforts, number of tribes receiving TA, number of state staff receiving training in tribal engagement and outreach efforts, and number of Tribal applications for funding.</p> <p>Outcome Measure: Increase in number of Tribes receiving awards of State homelessness and housing program funding.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

<p>3. Incorporate a focus on racial equity data, analysis, goals, and planned activities within applications for State homelessness and housing-focused funding (HHAP, ESG-CV, others), and analyze the data and information gathered in response.</p>	<p>Cal ICH, via State Funding and Programs Working Group and Racial Equity Working Group</p>	<p>HCD, CDSS, CalOES, DHCS, CDCR</p>	<p>Incorporated into funding applications beginning Q2 of FY 20-21 Analysis of initial data and information by Q1 of FY 21-22</p>	<p>Process Measure: Annual documentation of homelessness and housing funding programs that have included focus on racial equity data, analysis, and planned activities. Process Measure: Timely analysis of data and information gathered, provided to relevant Working Groups to inform planned strategies and activities. Outcome Measure: Increase the number of State programs that are including a focus on racial equity data and strategies.</p>
<p>4. Utilize the Homeless Data Integration System to support both Statewide and local analyses of data, focused on documenting and understanding racial inequities in experiences of homelessness and provision of services, including the creation of a public dashboard documenting analyses.</p>	<p>Cal ICH</p>	<p>All Cal ICH Member Departments</p>	<p>Public Dashboard to be launched by Q3 of FY 20-21 Utilization of data ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Timely implementation of HDIS, performance of analyses, and creation of dashboard. Process Measure: Documentation of how data regarding racial inequities are being used to inform State planning and activities.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>5. Provide guidance and education regarding requirements of AB 686: Housing discrimination: affirmatively further fair housing, and perform reviews and enforcement of local governments' Housing Elements with a focus on addressing racial inequities and Affirmatively Furthering Fair Housing.</p>	<p>HCD</p>	<p>DFEH</p>	<p>Revised technical guide to be issued by Q4 of FY 20-21</p>	<p>Output Measure: 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.</p> <p>Output Measure: 80% of jurisdictions contacted and provided with technical guide.</p>
<p>6. Expand efforts to ensure that developments funded through the Multifamily Housing Program and other State funding sources are also being developed in high-resource communities.</p>	<p>HCD</p>	<p>CDLAC, CTCAC</p>	<p>Review of recently adopted regulation changes at both CDLAC and CTCAC for opportunities to align Multifamily Housing Program (MHP) guidelines and leverage valuable State resources completed by Q3 of FY-20-21</p> <p>Draft guidelines to be issued in Q4 of FY 20-21</p>	<p>Process Measure: Timely completion of guidelines.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

7. Implement set-asides to ensure tax credit and bond allocation awards are provided to Tribal entities and to BIPOC-led developers. CDLAC to implement bond allocation set aside for BIPOC projects and CTCAC to implement a tax credit set aside for tribal projects.	CTCAC, CDLAC		FY 22-23	Output Measure: Allocate awards of 100% of set-asides.
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a committee of people with lived expertise to inform the considerations and decisions of the California Interagency Council on Homelessness and member departments.</p>	Cal ICH	All Cal ICH Member Departments	Committee being formed during FY 22-23	<p>Process Measure: Implementation of committee in timely manner and number of meetings held.</p>
<p>2. Ensure that whenever the expertise of individuals with lived experiences of homelessness is sought, those individuals are adequately and appropriately compensated, and also seek new and additional ways to decrease barriers and to prevent any unintentional economic hardships that might result.</p>	BCSH, CalHHS	All Cal ICH Member Departments	Ongoing	<p>Process Measure: Documentation of compensation policies and practices implemented.</p>
<p>3. Partner with the UCSF Benioff Homelessness and Housing Initiative (BHHI) on the California Statewide Survey of Homelessness (CSSH), which will use survey data and in-depth interviews of hundreds of adults experiencing homelessness, in order to inform policies and programs to prevent and end adult homelessness in California.</p>	CalHHS	Cal ICH	Initiate surveying in the fall of 2021, and conclude data collection in December of 2022	<p>Process Measure: Timely implementation of Statewide Survey and reporting of findings.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

<p>4. Proactively engage local boards and committees of people with lived experience and expertise to provide input on the development and the updating of the Cal ICH Action Plan.</p>	<p>Cal ICH</p>	<p>N/A</p>	<p>Input discussions held during Q2 and Q3 of FY 20-21</p>	<p>Process Measure: Documentation of input sessions held.</p>
<p>5. Convene quarterly meetings of housing work group of Disability and Aging Community Living Advisory Committee and document any relevant recommendations or ideas generated.</p>	<p>CDA</p>		<p>On-going</p>	<p>Process Measure: Document any relevant recommendations and any actions taken in response.</p>
<p>6. Provide guidance on the inclusion of paid peer positions, such as care navigators and vaccine ambassadors, within public health funding streams focused on supporting people experiencing homelessness.</p>	<p>CDPH</p>	<p>Cal ICH</p>	<p>Guidance and training to be provided in Q3 and Q4 of FY 22-23</p>	<p>Process Measure: Documentation of guidance provided on creating and supporting paid positions for people with lived expertise.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>7. Provide guidance to local grantees regarding the eligible uses of State funds for costs associated with engaging people with lived experience and expertise into planning and decision-making processes, and also encourage local grantees to hire people with lived expertise into regular staff positions.</p>	<p>Cal ICH</p>	<p>CDSS, HCD, CalOES, DHCS, others TBD</p>	<p>Report back to Council by Q2 of FY 21-22</p>	<p>Process Measure: Timely convening of Working Group with focus on this Activity. Process Measure: Documentation of guidance and trainings/support provided to local grantees.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

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

<p>8. Incorporate questions regarding the involvement of people with lived experience and expertise into local planning and decision-making processes within applications for State homelessness and housing-focused funding (e.g., HHAP, ESG-CV, HSP) and analyze the information gathered in response.</p>	<p>Cal ICH</p>	<p>CDSS, HCD, CalOES, DHCS, others TBD</p>	<p>Incorporated into funding applications beginning Q2 of FY 20-21</p>	<p>Output Measure: Annual documentation of homelessness and housing funding programs that have included focus on involvement of people with lived experience and expertise into local planning and decision-making processes.</p>
<p>9. Assess composition of Department of Rehabilitation’s advisory boards and committees for representation of people with experiences of homelessness and engage in recruitment efforts to support representation, and recruitment of people with lived expertise.</p>	<p>DOR</p>	<p>Cal ICH</p>	<p>Complete assessment by 3rd quarter of FY 22-23</p>	<p>Process Measure: Document findings from assessment activities and any recruitment activities implemented.</p>
<p>10. Coordinate with local CBO systems to elevate local housing issues and identify any policy goals focused on issues of housing instability and/or homelessness and identify opportunities for advancing such policy recommendations.</p>	<p>DOR</p>	<p>Cal ICH</p>	<p>Initial identification of any relevant policy goals completed by 3rd quarter of FY 22-23</p>	<p>Process Measure: Document any relevant policy goals identified and communicate policy goals to relevant state agencies and departments.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Perform the Statewide Homelessness Landscape Assessment Study of programs funded, implemented, and administered by state entities across California using a mixed-methods research approach, collecting both quantitative and qualitative data, to provide a holistic understand of how state resources are being used and to guide state policy decisions.</p>	Cal ICH	All departments administering relevant programs	Initiate data collection in early 2022, submit an interim report to the legislature in summer of 2022, followed by a final report on all findings by end of December 2022	<p>Process Measure: Timely implementation of Study and reporting of findings.</p>
<p>2. For deployment of new Homeless Housing, Assistance and Prevention (HHAP) programs funds, develop and implement processes for requiring and supporting local jurisdictions to develop, and to submit for review and approval, local homelessness action plans, that include outcome goals and equity-related goals for key measures of the performance of their local homelessness response systems.</p>	Cal ICH	All Council member departments	<p>Processes and criteria developed, and baseline data generated from HDIS, for HHAP during FY 21-22</p> <p>Modifications to processes and criteria, as needed, implemented during 2nd Quarter FY 22-23</p>	<p>Process Measure: Timeline development and implementation of processes and criteria for local homelessness action plans and outcome goals.</p> <p>Process Measure: Regular reporting to Cal ICH Council regarding implementation, analyses, and findings.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>3. Based upon local homelessness action plans, outcome goals and equity-related goals submitted by local jurisdictions, develop statewide projections for key performance measures and monitor and assess performance against those projections.</p>	<p>Cal ICH</p>	<p>All Council member departments</p>	<p>Initial statewide projections developed by 2nd Quarter of FY 22-23</p>	<p>Process Measure: Timeline development of initial statewide projections. Outcome Measure: Findings from monitoring and assessment of performance.</p>
<p>4. Develop interagency practices for sharing and, where feasible, integrating, data from health and human services, housing, and homelessness programs, in service of data-informed and equity-anchored policy and program implementation.</p>	<p>BCSH, CalHHS</p>	<p>Cal ICH</p>	<p>Develop interagency practices and data governance policies by 2023.</p>	<p>Process Measure: Document practices and governance policies implemented.</p>
<p>5. In compliance with AB 977, add prioritized State programs into Homeless Data Integration System (HDIS), including supporting communities to incorporate such programs within their local Homeless Management Information Systems (HMIS) to provide State access to data across State-funded programs, and generate relevant reporting.</p>	<p>Cal ICH</p>	<p>HCD, CCCCO, CDSS</p>	<p>By end of FY 22-23, then ongoing</p>	<p>Process Measure: Timely integration of programs' data into HDIS.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>6. Lead stakeholder engagement processes to develop plans and design for proposed CARE Court framework to deliver mental health and substance use disorder services to the most severely impaired Californians, including people experiencing homelessness and/or incarceration.</p>	<p>CalHHS</p>		<p>Stakeholder engagement processes initiated in FY 21-22, resulting in proposed framework on pending legislation</p>	<p>Process Measure: Documentation of stakeholder engagement processes.</p>
<p>7. Support greater collaboration and coordination between Local Health Jurisdictions (LHJs) with local Continuum of Care (CoC) organizations and with State-funded homelessness programs.</p>	<p>CDPH</p>	<p>Cal ICH, HCD</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of efforts to identify and share contact information across housing/homelessness points of contact at LHJs and CoCs and/or other State funded homelessness programs.</p> <p>Outcome measure: Number of CoCs and/or other State funded homelessness programs and LHJs report improved relationships and improved willingness and ability to collaborate with one another.</p>
<p>8. Provide technical assistance and guidance to grantees and partners in support of regional planning and strengthening of regional approaches to preventing and ending homelessness.</p>	<p>Cal ICH</p>	<p>CDSS, HCD</p>	<p>Cal ICH TA to commence Q1 of FY 21-22</p>	<p>Process Measure: Initiation of TA in timely manner.</p> <p>Output Measure: Number of communities receiving TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each TA engagement.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>9. Leverage HCD's role in reviewing, regulating, and enforcing implementation of Housing Elements, with Cal ICH's interagency scope, to deliver a new level of technical assistance on homelessness to cities and counties, and, in collaboration with other State departments, develop an interagency guide on actions city governments can take to address homelessness.</p>	<p>HCD</p>	<p>Cal ICH, CDSS, CalVet, DHCS, CDCR, CalOES</p>	<p>Review of Housing Elements ongoing throughout FYs 20-20-21, 21-22 and 22-23</p> <p>Interagency guide to be developed during Q2 of FY 21-22</p> <p>Formally launch the Housing Accountability Unit in FY 21-22</p>	<p>Output Measure: 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.</p> <p>Process Measure: Send accountability letters related to addressing homelessness.</p> <p>Process Measure: Timely development and issuance of interagency guide and launch of Housing Accountability unit.</p>
<p>10. Act upon the recommendation of the Implementing the Master Plan for Aging in California Together (IMPACT) Stakeholder Committee to prioritize a focus on ending older adult homelessness within the implementation of the state's Master Plan on Aging.</p>	<p>CDA</p>	<p>Cal ICH, HCD, CalHHS</p>	<p>FY 22-23 and FY 23-24</p>	<p>Process Measure: Document actions taken in response to recommendation.</p>
<p>11. Ensure an appropriate focus on people experiencing homelessness and people transitioning from institutional and care settings, in the Area Agency on Aging network, and the "No Wrong Door" Aging and Disability Resource Connection (ADRC) system, and through programs including California Community Transitions.</p>	<p>CDA</p>	<p>DOR, DHCS</p>	<p>On-going</p>	<p>Process Measure: Document efforts to integrate focus on people experiencing homelessness through Area Agency on Aging Housing Navigators and people transitioning from institutional and care settings within design and implementation activities.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>12. Support data analysis leveraging public health data (and other social determinants of health data) with HDIS to better inform broad policy recommendations and program delivery.</p>	<p>CDPH</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of data analyses performed and relevance for predicting and targeting interventions and services for individuals and communities at risk of homelessness and those currently experiencing homelessness.</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>13. Enhance the availability of data regarding mortality among people experiencing homelessness, through technical assistance and data collection activities to ensure such information is reflected on death certificate data provided to the state from counties, and use the data collected to inform and strengthen public health interventions to reduce such mortality.</p>	<p>CDPH</p>	<p>Cal ICH</p>	<p>On-going</p>	<p>Process Measure: Documentation of technical assistance provided and of data collected.</p>
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<p>14. Support and strengthen expectation of joint CoC-county-city planning and coordination in awards and implementation of State homelessness funding.</p>	<p>Cal ICH</p>	<p>HCD, CDSS, DHCS, Caltrans, others TBD</p>	<p>Cal ICH review HHAP Round 2 applications to ensure meaningful coordination, by Q4 of FY 20-21 Develop and implement criteria for assessing coordination for HHAP-3 and HHAP-4 submissions</p>	<p>Process Measure: Documentation of coordination criteria developed for HHAP-3 and HHAP-4 submissions. Process Measure: Documentation of guidance and support provided to local communities.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>15. Provide grants and incentives that support local and regional planning and initiatives through SB 2 Planning Grants, Local Early Action Planning Grants, and Regional Early Action Planning Grants.</p>	<p>HCD</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Output Measure: Number of grants awarded by end of FY 22-23, with target of approximately 1,027 grants.</p>
<p>16. Map affordable and accessible housing for seniors and people with disabilities within Home and Community Based Services Gap Analysis.</p>	<p>CDA</p>	<p>BCSH, DOR, CDSS</p>	<p>FY 2022-2023</p>	<p>Output Measure: Affordable and accessible housing options for seniors and people with disabilities identified within Gaps Analysis.</p>
<p>17. Identify and implement appropriate opportunities to include Local Health Jurisdictions (LHJs) as eligible applicants within state funding programs.</p>	<p>CDPH</p>	<p>HCD, CDSS, CalVet, Caltrans, Cal ICH</p>	<p>Meetings held from Q4 of FY 21-22 through Q4 of FY 22-23</p>	<p>Process Measure: Documentation of efforts to assess appropriateness and implement inclusion of LHJs as potential grantees for funding streams.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>18. Implement CalAIM Providing Access and Transforming Health (PATH) Funding: Enhanced Care Management (ECM) and Community Supports, providing funding to support the statewide implementation of ECM and Community Supports including: services provided by former Whole Person Care Pilot Lead Entities until the services transition to managed care coverage under CalAIM; virtual "marketplace" that offers hands-on technical support and off-the-shelf resources to establish implementation infrastructure needed; regional collaborative planning and implementation efforts to promote readiness among managed care plans, providers, CBOs, county agencies, public hospitals, tribal partners, and others to promote readiness; and direct funding to local entities noted above to support the delivery of Enhanced Care Management and Community Supports services.</p>	<p>DHCS</p>		<p>January 1, 2022 through December 2026</p>	<p>Process Measure: Achieve federal CMS approval for all ECM/Community Supports-related PATH funds.</p> <p>Process Measure: Complete entity application processes for all ECM/Community Supports-related PATH funds.</p> <p>Outcome Measure: Increased access to ECM and/or Community Supports, as a result of capacity/infrastructure development efforts.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

<p>19. Implement the Housing and Homelessness Incentive Program (HHIP) through which Medi-Cal managed care plans (MCPs) are incentivized to develop the necessary capacity and partnerships to connect their members to needed housing services and to take an active role in reducing and preventing homelessness. Implementation includes requirement that participating MCPs and local partners submit a Local Homelessness Plan for each county, including mapping the continuum of services with focus on homelessness prevention, interim housing, rapid re-housing, and permanent supportive housing.</p>	<p>DHCS</p>	<p>Cal ICH</p>	<p>Local Homelessness Plans due to DHCS by June 30, 2022</p> <p>Reporting on additional performance measures is due in early 2023 and December 2023</p> <p>MCP incentive funding is available through March 31, 2024</p>	<p>Process Measure: Review and approval/denial of all Local Homelessness Plans from participating MCPs.</p> <p>Outcome Measure: Measurement of incentive funding earned by each MCP, by county.</p> <p>Outcome Measure: Measurement of MCPs reporting a decrease in homelessness among their members. (Measurement will occur approximately 3 months after the reporting dates.)</p>
<p>20. Collaborate with the U.S. Department of Veterans Affairs to strengthen the cohesion among California’s Veterans Affairs Healthcare Systems’ homeless programs and State and local homelessness systems.</p>	<p>CalVet</p>	<p>Cal ICH</p>	<p>Planning underway by Q1 of FY 22-23</p>	<p>Outcome Measure: Tracking various veteran homelessness recovery and recidivism metrics.</p> <p>Process Measure: Develop regional processes and procedures for locating all veterans experiencing homelessness and connecting them to safe housing and wealth building opportunities.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement the High Road Training Partnerships Resilient Workforce Fund Program with a focus on: industry as an organizing principle; building partnerships that develop skills employers need in ways that secure stronger economic opportunities for low-income workers; and advancing a field of practice that addresses urgent questions of income inequality, economic competitiveness, and climate change through regional skills strategies.</p>	CWDB	CCCCO, EDD, ETP, DAS	Funds available through end of FY 25-26	<p>Process Measure: Implementation and eventual establishing specific measures in future.</p>
<p>2. Support and invest in partnerships through Regional Equity and Recovery Partnerships that add high road approaches to existing sector strategies and career pathways including, but not limited to, improving job quality and job access for students in community colleges who are from underserved and underrepresented populations, including students at-risk for or experiencing homelessness.</p>	CWDB	CCCCO	2 nd Quarter FY 22-23 through 1 st Quarter FY 25-26	<p>Process Measure: Assess and report on progress made on the following Regional Indicators of Coordination and Alignment, including document that regions:</p> <ul style="list-style-type: none"> ▪ Have process to communicate industry (demand-side) workforce needs to workforce system (supply-side) partners ▪ Have policies that support equity, job quality, and the improvement of job quality ▪ Have shared target populations of emphasis, including if they are targeting students experiencing homelessness ▪ Share/pool resources to provide services, supports, training, and education to meet target population needs

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

<p>3. Implement Homeless Innovative Programs grants to identify innovative practices to improve the educational stability, access, support, and academic achievement of children and youth experiencing homelessness, and engage grantees into statewide professional and resource development activities such as communication, outreach, training, and scaling up the model of innovative practice (MIP) for dissemination and replication.</p>	<p>CDE</p>		<p>Grant terms of July 1, 2022, to September 30, 2024</p>	<p>Process Measures: Documentation of implementation of grant programs and of development and dissemination of tools and resources to support implementation of innovative practices.</p>
<p>4. Address the employment needs of people transitioning from State Prison, including those who receive housing under the Returning Home Well initiative, by connecting them to local employment resources, such as leveraging the workforce partnership and Prison to Employment initiative, and linking them to Department of Rehabilitation programs. This could include the provision of Workforce Development Board stipends (if applicable.)</p>	<p>CDCR</p>	<p>CDSS, and in coordination with CWDB and DOR</p>	<p>Ongoing, beginning in FY 22-23</p>	<p>Outcome Measures: Types of training and employment secured post-release; duration between release and training participation; duration between training and obtaining employment; and employment duration and retention measures.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

<p>5. Implement and evaluate the Homeless and Housing Insecurity Pilot (HHIP) Program, which provides housing services and support to homeless and housing insecure students.</p>	<p>CCC</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p> <p>Colleges submit HHIP reports to Chancellor's Office at least annually</p>	<p>Process Measure: Documentation of data collection regarding student homelessness and housing insecurity.</p> <p>Process Measure: Submission of an annual legislative report about the HHIP Program, including scalability recommendations.</p> <p>Output Measure: Number of homeless or housing insecure students that received services and supports.</p> <p>Outcome Measures: Decrease barriers to academic success.</p>
<p>6. Ensure that plan development activities implemented within DOR's employment services programming include a focus on identifying individuals who meet the definition of homeless.</p>	<p>DOR</p>		<p>Ensure integration of focus on homelessness issues within plan development activities by end of FY 22-23</p>	<p>Process Measure: Document findings based upon aggregated information from plan development activities on annual basis.</p>
<p>7. Educate Continua of Care organizations across California regarding DOR employment services that can be provided to people with disabilities who are being served within the homelessness response systems' housing and services programs.</p>	<p>DOR</p>	<p>Cal ICH</p>	<p>On-going</p>	<p>Process Measure: Document relevant educational activities focused on Continua of Care organizations.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

<p>8. Provide technical assistance to enhance capacity of local educational agencies (LEAs) to provide services and supports for students experiencing homelessness and housing instability to foster educational achievement and progression.</p>	<p>CDE</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Increased technical assistance offerings provided.</p> <p>Output Measure: Increase in the number of LEAs participating in technical assistance opportunities.</p> <p>Outcome Measure: Increased number of LEAs receiving technical assistance.</p>
<p>9. Assess the impact of employment opportunities provided through Caltrans' Service Assistance Maintenance positions on hiring of people experiencing homelessness and access to promotional opportunities and career ladders.</p>	<p>Caltrans</p>	<p>Cal ICH, CalVet, and in coordination with CalHR</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Document processes implemented to recruit and hire people experiencing homelessness into positions.</p> <p>Output Measure: Increase the number of people experiencing homelessness hired into positions and increase the average length of employee retainment for these employee positions.</p>
<p>10. Explore opportunities to coordinate service delivery at the local and regional levels focused on homelessness by identifying best practices, training opportunities, and peer-to-peer connections between the Local Workforce Development Boards during regional exchanges.</p>	<p>CWDB</p>	<p>EDD, DOR, Local Workforce Development Boards</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of exploratory activities, opportunities identified, and any resulting materials, trainings, and/or peer-to-peer connections implemented.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

<p>11. Track and report data regarding participation in California Workforce Development Board programs by people experiencing homelessness, including data regarding participants served, career and training services provided, credentials received, and employment placements.</p>	<p>CWDB</p>		<p>Ongoing</p>	<p>Process Measure: Regular tracking and reporting of data.</p>
<p>12. Strengthen the tracking and reporting of employment outcomes across State-funded homelessness and housing programs.</p>	<p>Cal ICH, via Employment Working Group</p>	<p>Cal ICH, CDSS, HCD, Caltrans</p>	<p>Employment Working Group to be formed by 4th Quarter of FY 22-23</p>	<p>Process Measure: Timely convening and reporting of Working Group with focus on this Activity. Outcome Measure: To be determined by Working Group.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>13. Monitor LEAs' implementation of the McKinney–Vento Homeless Assistance Act.</p>	<p>CDE</p>		<p>Implemented on an annual basis, ongoing</p>	<p>Process Measure: Monitoring of all LEAs via Consolidated Application and Reporting System and documentation of other monitoring processes with prioritized LEAs. Process Measure: Analysis of schools who might be under-identifying students experiencing homelessness.</p>
<p>14. Communicate and disseminate guidance to county offices of education (COEs), LEAs, and partnering agencies to strengthen support for students experiencing homelessness.</p>	<p>CDE</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of guidance materials created/provided.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

<p>15. Participate in California Higher Education Basic Needs Alliance intersegmental workgroup with CSU and UC systems to advance basic needs security including addressing homelessness and housing insecurity for students to increase their success.</p>	<p>CCC</p>	<p>Cal ICH</p>	<p>Ongoing in alignment with the legislative cycle</p>	<p>Process Measure: Documentation of engagement with stakeholders to review regulations, policies, and practices.</p> <p>Output Measure: Guidance to basic needs programs in higher education including professional development; and recommendations for regulation, policy, and procedural change.</p>
<p>16. Work with CHEBNA partners to provide information and guidance focused on addressing the needs of students experiencing housing instability and homelessness to higher education leaders and staff, through a session within Learning Series or through other actions.</p>	<p>CCC</p>	<p>Cal ICH</p>	<p>FY 22-23</p>	<p>Process Measure: Documentation of information and guidance provided.</p>
<p>17. Provide guidance and support to encourage the coordination and alignment of service delivery, including strategic co-enrollment and creation of referral processes, across multiple partner programs to effectively leverage resources for maximum benefit to shared participants.</p>	<p>CWDB</p>	<p>DOR, CDE, CDSS, CCCCCO</p>	<p>Ongoing</p>	<p>Process Measure: Document efforts to ensure application of WIOA measures of performance across core programs, including as applied to co-enrolled participants.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

18. Consider the needs of people experiencing or exiting homelessness within the development of state program policies related to access and service delivery to people experiencing or at risk of homelessness.	CDSS		Ongoing	Process Measure: Documentation of technical assistance or official guidance provided by CDSS programs regarding serving or improving access to people experiencing or exiting homelessness.
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 5: Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Produce and disseminate the Listos California Disaster Guide for People Experiencing Homelessness.</p>	CalOES	BCSH, Cal ICH, CDSS	Released in Q2 of FY 20-21	<p>Process Measure: Documentation of dissemination strategies.</p>
<p>2. Support California communities in developing disaster preparedness plans that incorporate extreme heat and are more inclusive of the needs of people experiencing homelessness, including: distribution of best-practice models and toolkits; incorporating additional climate adaptation strategies into homelessness-focused Technical Assistance; assessing and document strong local, state, and tribal examples to develop stronger guidance and expectations; support the inclusion of Continuums of Care into local planning efforts; and incorporating people experiencing homelessness into planning documents relating to extreme heat events.</p>	BCSH, CalHHS, CalOES	Cal ICH, HCD, CDSS, and DPH	In alignment with implementation of <i>Protecting Californians From Extreme Heat: A State Action Plan to Build Community Resilience</i> , adopted in April 2022	<p>Process Measure: Implementation progress of the <i>Extreme Heat Action Plan</i> will be tracked through the California Climate Adaptation Strategy's annual reporting process.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 5: Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

<p>3. Work with tribal and local governments, and community-based organizations to bolster protections for unhoused populations during extreme heat events, including: coordinating with tribal and local governments on Climate Action and Adaptation Plans to incorporate strategies on how to aid unhoused populations during extreme heat events; supporting training for first responders to help them anticipate the variety of illnesses associated with excess heat, including mental health and cognitive impacts; working with local governments and local Continuums of Care to support local plans containing provisions for people who are medically vulnerable, including access to resilience centers and/or cooling centers.</p>	<p>Environmental Protection Agency, CalHHS, CalOES</p>	<p>CDSS, DPH</p>	<p>In alignment with implementation of <i>Protecting Californians From Extreme Heat: A State Action Plan to Build Community Resilience</i>, adopted in April 2022</p>	<p>Process Measure: Implementation progress of the <i>Extreme Heat Action Plan</i> will be tracked through the California Climate Adaptation Strategy's annual reporting process.</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>4. Explore models and feasibility of providing enhanced case management services of longer duration focused on post-disaster housing needs (i.e., "Regional Centers" model.)</p>	<p>HCD</p>	<p>Cal ICH, CalOES, CDSS</p>	<p>Recommendations prepared by Q1 of FY 22-23</p>	<p>Process Measure: Timely implementation of collaborative processes with other State departments and timely development of recommendations.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 5: Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

<p>5. Collaborate with LEAs, state level educational partners, youth organizations and across divisions within the CDE to identify needs of students experiencing homelessness as the result of natural disasters and other emergencies, and develop strategies, resources, and tools to address those needs.</p>	<p>CDE</p>	<p>Cal ICH, CalOES</p>	<p>On-going</p>	<p>Process Measure: Documentation of activities implemented and tools and guidance provided.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 6: Increase public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Launch and regularly update a page at Cal ICH website that provides access to key data and resources regarding homelessness in California, including demographics and scale of populations, causes of housing instability and homelessness, and solutions being deployed.</p>	Cal ICH	DGS, BCSH, CalHHS,	Web page to be launched during 1 st Quarter of FY 22-23	<p>Process Measure: Timely launch and regular updating of web page and data.</p>
<p>2. Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes, understand their housing options during COVID-19 and beyond, and to educate the public regarding the causes of homelessness, effective solutions, and State strategies and programs.</p>	BCSH	Cal ICH, HCD, DFEH	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p>Process Measure: Documentation of homelessness-focused messaging and efforts implemented through the Housing is Key campaign.</p>
<p>3. Provide homelessness-focused communications to local partners, including webinars, videos, tools, guidance, and other resources and materials, focused on Housing First implementation, strategic use of funding sources, and effective programs and practices.</p>	Cal ICH	All Cal ICH Member Departments	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p>Output Measure: Annual compilation of communications activities implementation focused on these topics.</p>

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 6: Increase public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.

<p>4. Prepare public-facing materials and articles based upon data and information drawn from the Homeless Data Integration System warehouse, to educate the public on challenges, activities, and implementation of programs and resources.</p>	<p>Cal ICH</p>	<p>HCD, CDSS</p>	<p>Utilize ongoing reports and dashboards as source throughout FYs 20-21, 21-22, and 22-23</p>	<p>Output Measure: Annual compilation of public-facing materials developed focused on these topics.</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>5. Proactively analyze and develop educational materials that interpret and communicate key findings of national reports focused on homelessness and featuring California data, such as HUD’s Point-in-Time count data and reporting.</p>	<p>Cal ICH</p>	<p>HCD, CDSS, DHCS</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Development of materials and dissemination plan; incorporate information into analysis and guidance. Output Measure: Annual compilation of educational materials developed focused on these topics.</p>
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Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

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

► Objective 7

Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

► Objective 8

Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.

ACTION AREA 2

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

OBJECTIVE 7: Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement and evaluate impact of new Encampment Resolution Funding (ERF) program to support local jurisdictions to ensure the wellness and safety of people experiencing homelessness in encampments by providing services and supports that address their immediate physical and mental wellness and that result in meaningful paths to safe and stable housing, and document effective policies, procedures, and practices.</p>	Cal ICH	Caltrans	<p>Awards of first round of funding during 3rd Quarter of FY 21-22</p> <p>Implementation of process for next round of funding initiated during 1st Quarter of FY 22-23</p>	<p>Process Measure: Timely implementation of rounds of funding and initiation of evaluation activities.</p> <p>Output Measure: Documentation of funding provided to Encampment Resolution Funding Program grantees and of activities supported.</p>
<p>2. Promote strong practices for identifying and engaging unsheltered young people into available services and supports.</p>	Cal ICH, via Youth and Young Adults Working Group	Cal ICH, CalOES, CDSS, HCD, CCC, CDE	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p>Process Measure: Timely convening and reporting of Working Group with focus on this Activity.</p>
<p>3. Work with community partners to document and assess the unique risks and vulnerabilities of unsheltered young adults and provide guidance on implications for assessments and coordinated entry systems.</p>	Cal ICH, via Youth and Young Adults Working Group	Cal ICH, CalOES, CDSS, HCD, CCC, CDE	Youth and Young Adults Working Group to be formed by 3 rd Quarter of FY 22-23	<p>Process Measure: Timely convening and reporting of Working Group with focus on this Activity.</p>

ACTION AREA 2

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

OBJECTIVE 7: Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

<p>4. Create guidelines and recommendations to support the provision of health, hygiene, and sanitation services for people staying within encampments until connected to interim or permanent housing options.</p>	<p>CDPH</p>	<p>Cal ICH, CalHHS, Caltrans</p>	<p>Guidelines released by end of Q4 of FY 22-23</p>	<p>Process Measure: Document the compilation of evidence-based recommendations and guidelines.</p> <p>Process Measure: Guidance on encampment sanitation and safety released.</p>
<p>5. Develop guidance and resources to connect providers serving people experiencing unsheltered homelessness with free overdose reversal training and supplies, as well as information to share with participants on where to access safer drug use supplies and, for those who wish to reduce or stop their use, referrals to a variety of treatment options statewide, including Contingency Management (CM) and Medication for Opioid Use Disorder (MOUD).</p>	<p>CDPH</p>	<p>Cal ICH, DHCS, Behavioral Health Services, HCD, CDSS</p>	<p>Guidance and resources released by end of Q2 of FY 22-23</p>	<p>Outcome Measure: Number of requests for naloxone by homelessness service providers through DHCS Naloxone Distribution program will increase following technical assistance activities around overdose reversal and prevention.</p> <p>Output Measure: Guidance regarding harm reduction measures included in future Cal ICH guidance.</p>

ACTION AREA 2

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

OBJECTIVE 7: Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

<p>6. Enhance internal understanding and capacity of staff to implement Caltrans' Encampment Coordinators Reference Guide and Maintenance Policy Directive 1001R and to strengthen partnerships and community engagement within responses to the health and safety risks created by, and the housing and services needs of, people staying in encampments on Caltrans-owned land.</p>	<p>Caltrans</p>	<p>Cal ICH</p>	<p>On-going</p>	<p>Process Measure: Documentation of informational materials created and internal training and education provided to Caltrans employees.</p>
<p>7. Deploy Encampment Coordinators throughout each of Caltrans' 12 district jurisdictions to help coordinate community partnerships and to strengthen responses to people experiencing homelessness in the state right of way.</p>	<p>Caltrans</p>		<p>On-going</p>	<p>Process Measure: Ensure each Caltrans district jurisdiction is consistently staffed with Encampment Coordinators.</p>

ACTION AREA 2

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

OBJECTIVE 7: Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>8. Promote and encourage applications from California communities to federal funding opportunities, including the Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness, and provide guidance regarding state funding that can be leveraged in support of efforts to respond to needs of people who are unsheltered.</p>	<p>Cal ICH</p>	<p>BCSH, CalHHS</p>	<p>1st Quarter of FY 22-23</p>	<p>Process Measure: Documentation of promotion efforts and guidance provided. Output Measure: Number of California COCs submitting applications and being awarded funding HUD's Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness.</p>
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ACTION AREA 2

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

OBJECTIVE 8: Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and Community Supports (formerly In Lieu of Services), including incentive funding, to better address the health and behavioral health care needs of people who are unsheltered.</p>	DHCS		<p>Implementation of ECM begins on January 1, 2022 in counties currently providing WPC and HHP</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023</p> <p>Implementation of In Community Supports begins on January 1, 2022</p>	<p>Process Measure: DHCS receives Federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p>Outcome Measures: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of Community Supports (type, scope, provider types) and measures to track members' progression.</p>
<p>2. Pilot efforts that will test feasibility of State programs, and County and local partners, to develop field teams and mobile enrollment processes that can reach, screen, and enroll people who are unsheltered into State benefits and programs.</p>	BCSH, CalHHS	CalOES, Caltrans, DHCS, CDSS, DMV, EDD, Labor, CalVet	Initial piloting of efforts in 1 st Quarter of FY 22-23	<p>Process Measure: Documentation of pilot efforts and determination of feasibility.</p>

ACTION AREA 2

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

OBJECTIVE 8: Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.

<p>3. Continued enrollment of individuals experiencing homelessness in the CalFresh Restaurant Meals Program (RMP) program, increasing access to food and other county services.</p>	<p>CDSS</p>		<p>Ongoing</p>	<p>Output Measure: Number of individuals experiencing homelessness that are on CalFresh utilizing the RMP.</p>
<p>4. Continue operation and enrollment of Community Services and Supports program housing services through county-level plans through Mental Health Services Act resources.</p>	<p>DHCS</p>	<p>CalVet</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Finalize County data submission standards related to housing status – June 2021.</p> <p>Output Measure: Review and analyze County Full Service Partnership data to determine the number of individuals enrolled in an FSP that are housed.</p>
<p>5. Partner with academic institution on assessment of impacts of youth set-aside within HHAP program, including impacts of addressing the services needs of unsheltered youth and young adults.</p>	<p>Cal ICH</p>		<p>To be initiated during FY 22-23</p>	<p>Process Measure: Timely implementation of assessment.</p> <p>Outcome Measures: Document findings from assessment activities.</p>



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

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

► Objective 9

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

► Objective 10

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

ACTION AREA 3

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

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Rapidly mobilize Homekey resources to support acquisition of sites by local partners, including sites planned for use as interim housing on a temporary or ongoing basis.</p>	HCD	Cal ICH	<p>Acquisitions using California Comeback Plan funding completed by Q1 of FY 23-24</p> <p>Other timeframes TBD by Department</p>	<p>Outcome Measure: Expand capacity of local communities to end homelessness through the creation of 3,500 additional interim housing beds.</p>
<p>2. Implement the Behavioral Health Bridge Housing Program to address the immediate housing and treatment needs of people experiencing unsheltered homelessness with serious behavioral health conditions by providing time-limited operational supports in various bridge housing settings, including tiny homes and existing assisted living settings.</p>	DHCS	CDSS	<p>Stakeholder engagement, and county and tribal entity planning activities will begin Fall 2022</p> <p>The first RFA is identified for release in early 2023. Funding expires June 30, 2027</p>	<p>Process Measure: DHCS implements a granting program for county and tribal entities to establish bridge housing programs for individuals with behavioral health conditions.</p> <p>Outcome Measure: Grants are awarded for the implementation of bridge housing programs.</p>

ACTION AREA 3

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

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

<p>3. Partner with counties and local housing providers to expand the availability residential treatment and interim housing by approximately 5,000 beds statewide to support ongoing sustainable diversion and community-based restoration programs for individuals with serious mental illness who have been found incompetent to stand trial (IST).</p>	<p>DSH</p>		<p>Initiate expansion in FY 22-23 and implement over 4-year period</p>	<p>Output Measures: Number of counties and local providers participating; number of dedicated beds.</p>
<p>4. Implement a wide array of State and Federal funding that support the provision of safe, effective housing-placement focused sheltering and interim housing models for people experiencing homelessness, with identification of clear goals and targets for the number of shelter or interim housing opportunities to be supported through each program.</p>	<p>HCD, Cal ICH, CDSS, CalOES, depending on funding source</p>	<p>Caltrans</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23 Timing determined for each funding program State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets. Outcome Measures: In future, measure performance against targets.</p>

ACTION AREA 3

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

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

<p>5. Provide technical assistance to ensure the effective rehousing of people staying in Project Roomkey non-congregate sheltering sites and the effective winding down of operations of some Project Roomkey sites, therefore returning or transitioning sites to other uses while avoiding exiting people into unsheltered homelessness.</p>	<p>CDSS</p>	<p>Cal ICH, DHCS, DPH</p>	<p>FY 22 - 23</p>	<p>Process Measure: Documentation of technical assistance efforts related to rehousing out of Project Roomkey.</p> <p>Outcome Measure: Number and percent of participants exiting to permanent housing destinations.</p>
<p>6. Provide and promote guidance, technical assistance, and enforcement of state laws regarding land use, zoning, and other requirements for emergency shelters, low-barrier navigation centers, and permanent supportive housing programs.</p>	<p>HCD</p>	<p>Cal ICH</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Documentation of guidance, technical assistance, and enforcement activities.</p> <p>Outcome Measure: Approximately 68% of jurisdictions have commitments in their housing elements to amend zoning for emergency shelter parking requirements, low barrier navigation centers, and by right permanent supportive housing.</p>
<p>7. Create standards for cleanliness and care protocols at congregate and non-congregate sites providing shelter and interim housing opportunities for people experiencing homelessness.</p>	<p>CDPH</p>	<p>Cal ICH, HCD, CDSS</p>	<p>Standards for Cleanliness and Care Protocols to be released by end of Q4 of FY 22-23</p>	<p>Process Measure: Document the compilation of evidence-based recommendations and guidelines.</p> <p>Process Measure: Guidance on Cleanliness and Care Protocols for shelter and interim housing programs released.</p>

ACTION AREA 3

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

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

<p>8. Implement the DSH Diversion program in collaboration with local partners to expand the number of residential treatment options to support jail diversion for individuals who have been deemed Incompetent to Stand Trial (IST) or likely to be found IST. Provide interim housing or facility placement with wrap around treatment and supports for up to two years, including planning for long term housing and treatment needs post-diversion participation to interrupt the cycle of criminalization of individuals with serious mental illness.</p>	<p>DSH</p>	<p>CCJBH</p>	<p>Through FY 25-26</p>	<p>Output Measures: Number of counties participating; number of participant slots supported.</p>
<p>9. Implement the Community Based Restoration (CBR) program in collaboration with local partners to expand the number of residential treatment options to support community placement for individuals who have been deemed Incompetent to Stand Trial (IST) on felony charges. Provide interim housing or facility placement with wrap around treatment and supports for up to two years, including planning for long term housing and treatment needs post-CBR participation.</p>	<p>DSH</p>		<p>Ongoing</p>	<p>Output Measures: Number of counties participating; number of dedicated beds; and number of participants on an annual basis.</p>

ACTION AREA 3

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

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

<p>10. Generate an inventory of appropriate state-owned land prioritized for potential leasing to partners for the provision of emergency sheltering or interim housing opportunities and proactively promote and educate local jurisdictions and community partners regarding these opportunities.</p>	<p>Caltrans</p>	<p>Cal ICH</p>	<p>Create an updated list of appropriate state-owned lands by end of FY 22-23 Promote and educate community partners on an on-going basis</p>	<p>Process Measure: Document Caltrans' work with interagency partners to define property screening criteria and apply the criteria to their inventorying process by end of FY 22-23. Output Measure: Caltrans has identified a list of existing or potential future sites for leasing by end of FY 22-23.</p>
<p>11. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to expand interim housing options, including recovery housing models and quarantine options during the pandemic, for people transitioning from corrections settings.</p>	<p>CDCR</p>	<p>CDSS</p>	<p>Ongoing throughout FY 22-23 and activities expected to be sustained into future FYs</p>	<p>Outcome Measure: Increased community capacity to provide treatment and interim housing options to target population. Output Measures: Demographics and other information regarding population served; types of housing provided (e.g., shelter, residential, recovery); duration between release and housing placement; duration of housing placement. Additional measures, as identified.</p>

ACTION AREA 3

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

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

<p>12. Provide technical assistance and guidance that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within sheltering and interim housing programs.</p>	<p>Cal ICH</p>	<p>All Cal ICH Member Departments</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Documentation of guidance materials, training activities, and initiation of TA in timely manner.</p> <p>Output Measure: Number of communities receiving formal TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each formal TA engagement.</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>13. Provide training and technical assistance opportunities to local partners to address the housing needs of people in pre-trial mental health diversion or CBR programs.</p>	<p>DSH</p>	<p>CCJBH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of training and technical assistance provided.</p>
<p>14. Provide guidance and coordination for VA Grant and Per Diem grantees to create synergy among veteran transitional housing and permanent supportive or affordable housing.</p>	<p>CalVet</p>		<p>Planning underway Q1 FY22-23, including CalVet Annual Leadership Summit in September 2022 with significant homelessness related agenda</p>	<p>Output Measure: Mapping statewide network of intervention options for veterans experiencing homelessness.</p>

ACTION AREA 3

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

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

15. Explore potential opportunities for CDCR Division of Adult Parole Operations (DAPO) to directly refer individuals releasing from State Prison who are at risk of homelessness and who are on parole and become homeless to existing, applicable CDSS programs to address housing needs.	CDCR	CDSS	Ongoing through FY 22-23, and activities expected to be sustained into future FYs	Outcome Measure: TBD (based on available CDSS programs.)
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ACTION AREA 3

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

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Strengthen connections between DOR employment services programming and emergency shelter and interim housing programs to help support people experiencing homelessness to secure employment and increase incomes as they transition to permanent housing opportunities.</p>	DOR	Cal ICH	On-going	<p>Process Measure: Document activities implemented to strengthen these connections with emergency shelter and interim housing programs.</p>
<p>2. Develop guidance and resources to connect staff of interim shelters, transitional housing programs and permanent supportive housing with free overdose reversal training and supplies, information to share with residents on where to access safer drug use supplies and, for those who wish to reduce or stop their substance use, referrals to a variety of treatment options statewide, including Contingency Management (CM) and Medication for Opioid Use Disorder (MOUD).</p>	CDPH	Cal ICH, HCD, CDSS, DHCS	Guidance and resources released by end of Q2 of FY 22-23	<p>Outcome Measure: Number of requests for naloxone by homelessness service providers through DHCS Naloxone Distribution program will increase following technical assistance activities around overdose reversal and prevention.</p> <p>Output Measure: Guidance regarding harm reduction measures included in future Cal ICH guidance.</p>

ACTION AREA 3

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

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

<p>3. Strengthen connections between Independent Living Centers, Traumatic Brain Injury, Older Individuals Who Are Blind, and Assistive Technology programs and services and emergency shelter and interim housing programs to help support people experiencing homelessness to secure disability support to increase independent living skills as they transition to permanent housing opportunities.</p>	DOR	Cal ICH	On-going	<p>Process Measure: Document activities implemented to strengthen these connections with emergency shelter and interim housing programs.</p>
<p>4. Develop and advance CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and Community Support care coordination and housing services, including incentive funding, to better address the health care needs of people who are staying in shelter and interim housing sites.</p>	DHCS		<p>Implementation of ECM begins on January 1, 2022, in counties currently providing WPC and HHP</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023</p> <p>Implementation of Community Supports begins on January 1, 2022</p>	<p>Process Measure: DHCS receives Federal approval to provide ECM and Community Supports services statewide for all target populations.</p> <p>Outcome Measures: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of Community Supports and measures to track members' progression.</p>



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

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

► Objective 11

Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

► Objective 12

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

► Objective 13

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

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a wide array of State and Federal funding programs that support the rehousing of people experiencing homelessness into a diverse range of housing models, including models appropriate for youth and young adults, with identification of clear rehousing goals and targets for the implementation of each program.</p>	<p>Cal ICH, CDSS, HCD, CalOES, depending on funding source</p>	<p>Caltrans, CalVet</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p> <p>Timing determined for each funding program</p> <p>State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets.</p> <p>Outcome Measures: In future, measure performance against targets.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

<p>2. Develop and advance CalAIM proposals seeking to expand CalAIM's ability to support housing-related services through the Enhanced Care Management (ECM) program and Community Supports (formerly In Lieu of Services) care management and housing services, including incentive funding, to assist people to access and stabilize in housing.</p>	<p>DHCS</p>		<p>Implementation of ECM begins on January 1, 2022, in counties currently providing Whole Person Care (WPC) and Health Homes Program (HHP)</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023</p> <p>Implementation of Community Supports begins on January 1, 2022</p>	<p>Process Measure: DHCS receives Federal approval to provide ECM and Community Supports services statewide for all target populations.</p> <p>Outcome Measures: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of Community Supports (type, scope, provider types) and measures to track members' progression.</p>
<p>3. Design, implement, and evaluate new Challenge Grant models of funding to support innovative approaches to serving subpopulations, with a focus on strengthening rehousing outcomes, including for Tribal communities, for responding to the needs of people staying in encampments, and for families with children, and document innovative and effective activities supported.</p>	<p>Cal ICH</p>		<p>Ongoing</p>	<p>Process Measure: Timely implementation of challenge grant funding programs.</p> <p>Outcome Measure: Document findings from evaluation activities.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

<p>4. Provide guidance and Technical Assistance to Counties and tribal grantees implementing and scaling up an array of CDSS-funded programs, including planning, design, strategy and implementation, as well as peer-to-peer support and training, to ensure focus on rehousing activities within the implementation of programs.</p>	<p>CDSS</p>	<p>Cal ICH, HCD, DHCS</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of guidance and technical assistance efforts focused on scaling programs and rehousing best practices.</p> <p>Process Measure: Document implementation status of county and tribal grantee programs; Document number of grantees maximizing direct financial assistance.</p>
<p>5. Provide technical assistance, guidance, and training opportunities to strengthen the implementation of Housing First practices and the achievement of rehousing outcomes in the implementation of State and Federal resources.</p>	<p>Cal ICH</p>	<p>CDSS, HCD</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Documentation of guidance materials, training activities.</p> <p>Output Measure: Number of communities receiving formal technical assistance.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each formal TA engagement.</p>
<p>6. Regularly deploy the Housing First Checklist for State agencies to confirm ongoing alignment with Housing First requirements of relevant State programs, and provide guidance, training, and support to State departments who need to modify programs and policies to achieve alignment.</p>	<p>Cal ICH</p>	<p>All Cal ICH Member Departments</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of Housing First checklist and supporting documents provided to Cal ICH member agencies and departments.</p> <p>Outcome Measure: Document State departments/programs improving alignment with Housing First expectations.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

<p>7. Continue to consult with the Legislature, state and federal agencies, and other stakeholders to identify ways to improve the provision of housing to individuals being served within CDCR-funded programs, consistent with Housing First practices.</p>	<p>CDCR</p>	<p>Cal ICH, BCSH, CalHHS</p>	<p>FY 22-23</p>	<p>Process Measure: Documentation of consultation efforts and of modifications to policies and practices being implemented in response to findings.</p>
<p>8. Ensure that state-supported recovery housing programs are adapting policies and practices to continue to address the needs of participants, are educating participants regarding roles, rights and responsibilities, and are connecting people to alternative housing options that are implementing Housing First and harm reduction practices, in order to provide participants with meaningful choice and seek to minimize exits to homelessness, whether directly released from CDCR institutions or from post-release CDCR-sponsored programs.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>FY 22-23 and ongoing</p>	<p>Process Measure: Documentation of activities implemented to support the implementation of relevant policies and practices by state-supported recovery housing programs.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from shelters, interim housing, and other temporary settings, and from unsheltered homelessness.

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>9. Provide training, technical assistance opportunities to support local partners' planning for transitioning diversion or Community Based Restoration (CBR) clients to longer term/permanent housing and treatment.</p>	<p>DSH</p>	<p>CCJBH/CSG</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of training and technical assistance provided.</p>
<p>10. Enhance technical assistance for affordable housing providers on fair housing choice, including expanding educational efforts regarding non-discrimination based on source of income (SB 329), disability, criminal history, and other factors addressed by fair housing requirements.</p>	<p>HCD</p>	<p>Cal ICH, CalHFA, CTCAC, and other departments, and in consultation with DFEH</p>	<p>Interagency technical guide produced by Q1 of FY 22-23</p>	<p>Process Measure: Timely implementation of collaborative processes with other State departments and timely development of recommendations.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement Homekey program to support rapid financing and development of permanent housing units.</p>	HCD	Cal ICH, CDSS	<p>Acquisitions using California Comeback Plan funding completed by Q1 of FY 23-24</p> <p>Other timeframes TBD by Department</p>	<p>Outcome Measure: Expand capacity of local communities to end homelessness through the creation of 6,500 additional permanent supportive housing beds.</p>
<p>2. Implement Community Care Expansion program to expand and preserve residential care settings for seniors and adults with disabilities including permanent supportive housing and licensed adult and senior care beds.</p>	CDSS, DHCS, HCD		Beginning in 1 st Quarter of FY 22-23; ongoing	<p>Process Measure: Documentation of guidance and technical assistance materials and training activities provided to CCE grantees.</p> <p>Output Measures: Number of applications received and funded; number of requests for technical assistance or consultation on development of projects.</p> <p>Outcome Measures: Number of new beds/units created; number of beds preserved.</p>

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

<p>3. Implement a wide array of other State and Federal funding programs that support expansion of affordable and supportive housing opportunities, with identification of clear unit production goals and targets for the implementation of each program.</p>	<p>HCD, CTCAC, Cal ICH, CDSS, CalOES, depending on funding source</p>	<p>Caltrans, CalVet</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p> <p>Timing determined for each funding program</p> <p>State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets.</p> <p>Outcome Measures: In future, measure performance against targets.</p>
<p>4. Implement advocacy and partnerships to inform the federal administration’s efforts to expand housing supply, including the White House Housing Supply Action Plan, to pursue modifications to current federal programs, to improve the process to use federal public lands for affordable housing development, to provide better loan products for expedited housing development, and to support jurisdictions to make changes to zoning and other processes to expedite development.</p>	<p>BCSH</p>	<p>HCD, CalHFA, CalSTA</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of federal policies and program modifications that are directly aligned with State’s advocacy efforts and priorities.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>5. Identify and implement efforts to better align policies and practices across State housing agencies and programs, while retaining significant focus on extremely low-income households and housing for people exiting and at risk of homelessness.</p>	<p>BCSH</p>	<p>CalHFA, HCD, CTCAC, and CDLAC</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Documentation of key policy and practice improvements and changes.</p>
<p>6. Pilot Adult Family Homes for older adults in one county, creating opportunities through which up to two adult individuals will reside with a family and share in the interaction and responsibilities of being part of a family unit, while the family receives a stipend and support from a local Family Home Agency (FHA) for caregiving for the adult individual(s).</p>	<p>CDA</p>	<p>CDSS</p>	<p>FY 2021-2022 & FY 2022-2023</p>	<p>Process Measure: Timely implementation of pilot initiative and documentation of findings from pilot.</p> <p>Output Measure: Track and report the number of older adults being served through Adult Family Homes.</p>
<p>7. Accelerate selection of developers to create affordable and supportive housing on State-Owned Excess Sites.</p>	<p>HCD</p>	<p>In coordination with DGS</p>	<p>Implemented in FY 20-21, then ongoing</p>	<p>Output Measures: During 2022, release 8-10 new excess State sites through developer solicitation, select developers for 6 sites released through 2021 solicitations, and release 5 Requests for Proposals per calendar year.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

8. Provide technical assistance to affordable housing developers and local agencies to support affordable housing development on locally owned surplus land.

HCD

In coordination with CalHFA, CTCAC, CDLAC

Implement in FY 22-23, then ongoing

Process Measure: Initiate coordination with CalHFA, CTCAC, and CDLAC to analyze and improve data collection and discuss streamlined approach to TA for developer financing; provide TA to location jurisdictions to identify affordable housing development opportunities on local surplus land and create development pipelines.

Output Measure: During FY 22-23 provide TA to 10 jurisdictions.

Outcome Measure: By FY 23-24, 5 local jurisdictions that received HCD TA execute agreements with affordable housing developers to develop on local surplus lands.

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a wide array of State and Federal funding programs that support provision of various forms of rental assistance, with identification of clear goals and targets for the number of households to receive rental assistance through each program.</p>	<p>HCD, CalHFA, Cal ICH, CalOES, CDSS, depending on funding source</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p> <p>Timing determined for each funding program</p> <p>State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group determines timing for development of targets.</p> <p>Outcome Measures: In future, measure performance against targets.</p>
<p>2. Implement transition and diversion funds, including rental assistance resources, for people with disabilities who are discharged from an institutional setting and at-risk of homelessness and for individuals who are homeless and at-risk of institutionalization.</p>	<p>DOR</p>	<p>SILC, CDA, DHCS</p>	<p>On-going</p>	<p>Output Measure: Document the number of people receiving such assistance and outcomes achieved.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

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

<p>3. Align inventory of appropriate state-owned land prioritized through the Public Lands for Affordable Housing Development Program for the development of permanent affordable and supportive housing opportunities with identified properties, to synergize potential interim and long-term use of the property for maximum benefits, and proactively promote and educate local jurisdictions and community partners regarding these opportunities.</p>	<p>Caltrans</p>	<p>Cal ICH, HCD, DGS</p>	<p>Refine list of appropriate state-owned lands by end of FY 22-23</p> <p>Promote and educate community partners on an on-going basis</p>	<p>Process Measure: Timely refinement of the list of appropriate sites to identify sites that could also be leveraged for interim housing, in addition to a long-term permanent affordable and supportive housing opportunities.</p> <p>Output Measure: Documented increase in the number of sites that are being prioritized through the Public Lands for Affordable Housing Development Program for these purposes.</p>
<p>4. Design and implement the Veterans Support to Self-Reliance Pilot to support and pilot approaches to providing higher levels of on-site supportive services for veterans aged 55 and over who reside in permanent supportive housing, to demonstrate impact of enhanced supportive services on ability of aging veterans to age in place and improve quality of life outcomes.</p>	<p>CalVet</p>	<p>TBD</p>	<p>Planning underway with community-based grant services commencing in Q1 FY 22-23</p>	<p>Process Measure: Timely design and implementation of Pilot activities.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

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

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

► Objective 14

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

► Objective 15

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

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
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HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION

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

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>2. Implement CalAIM to provide care coordination and housing services to people exiting corrections settings through Enhanced Care Management (ECM) and Community Supports.</p>	<p>DHCS</p>	<p>CDCR, in coordination with CCHCS</p>	<p>ECM Justice-involved population implemented by January 1, 2023</p>	<p>Process Measure: Integration of target population by all Managed Care Organizations (MCOs) into Population Health Management Plans by January 1, 2023.</p> <p>Output Measure: ECM enrollment of Medi-Cal members that meet Target Population criteria for Individuals Transitioning from Incarceration to receive ECM services.</p> <p>Outcome Measure: Measure metrics of Community Supports utilization for housing services across counties for Members also enrolled in ECM target population for Individuals Transitioning from Incarceration. Reporting timelines to be determined.</p>
<p>3. Implement CalAIM to provide medically necessary recuperative care placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized.</p>	<p>DHCS</p>	<p>CDSS</p>	<p>Community Supports recuperative care implementation date of January 1, 2022</p>	<p>Process Measure: Documentation of informational and guidance materials and training (supportive of Housing First principles) delivered to Managed Care Organizations (MCOs).</p> <p>Outcome Measure: Measure metrics of Community Supports utilization across counties.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>4. Implement CalAIM Providing Access and Transforming Health (PATH) Funding for Justice-Involved Initiatives, including support for implementation of: pre-release Medi-Cal enrollment and suspension processes; delivery of Medi-Cal services in the 90 days prior to release; and supporting correctional agencies, county social services departments, county behavioral health agencies, managed care plans, and to jointly design, modify, and launch new processes aimed at increasing enrollment in Medi-Cal and continuous access to care for justice-involved youths and adults.</p>	<p>DHCS</p>	<p>CDCR</p>	<p>Implementation from May 2022 - December 2026 PATH funding for 90-day prerelease Medi-Cal services is pending CMS approval, but application process expected to begin in the first half of FY 22-23</p>	<p>Process Measure: Development of new processes to increase Medi-Cal enrollment and access to care for justice-involved youth and adults. Output Measure: Number of entities jointly participating in new process development and implementation for increased Medi-Cal enrollment and access to care for justice-involved youth and adults.</p>
<p>5. Enhance the pre-release Community Transition Program practices to initiate referrals to specifically address the housing needs of people exiting prison settings who are identified as homeless as they transition back to their communities.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>On-going</p>	<p>Potential Output Measures: Number of people identified as homeless; number of referrals to housing; number of individuals placed in housing; type of housing placements; duration of housing placements.</p>
<p>6. Analyze existing pre-release data and information to better understand the scale of risks for homelessness among people preparing to exit prison settings.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Document findings from analyses.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>7. Identify opportunity to partner with local communities to pilot data matching activities to analyze rates and timing of post-release experiences of homelessness among people who have exited prison settings.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>During FY 22-23</p>	<p>Process Measure: Document findings from any analyses performed.</p>
<p>8. Implement the Housing for Healthy California (HHC) program for individuals who are recipients of or eligible for health care provided through the Medi-Cal program, providing tenant-based rental assistance with supportive services or capitalized operating reserve to existing rental projects.</p>	<p>HCD</p>	<p>DHCS</p>	<p>Direct assistance to tenants expected to begin by end of FY 20-21, continuing until funds are exhausted or end of FY 23-24</p> <p>Capitalized operating reserve to be awarded to individual projects by end of FY 23-24</p> <p>Commence collecting program data in June 2021 and analyzing program data June 2022</p>	<p>Process Measure: Report summarizing program data submitted to legislature by January 2024.</p> <p>Output Measure: Number of people who are chronically homeless, or homeless and high healthcare cost users, served by the program.</p> <p>Outcome Measure: Reduction in emergency department visits and hospitalizations.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>9. Incorporate a focus on housing status, housing instability, and housing needs within development of standardized tool for assessing needs within Aging and Disability Resource Centers' (ADRCs') and Area Agencies on Aging's programming.</p>	<p>CDA</p>	<p>Cal ICH</p>	<p>FY 22-23</p>	<p>Process Measure: Document and report data from assessments of housing status, housing instability, and housing needs.</p>
<p>10. Implement the 180-bed Forensic Assertive Community Treatment (FACT) level of care within the DSH Conditional Release Program (CONREP) to support the transition of individuals from the state hospital to community treatment, including provision of housing and residential treatment opportunities.</p>	<p>DSH</p>		<p>Ongoing</p>	<p>Output Measures: Number of beds supported; number of individuals receiving services on an annual basis.</p>
<p>11. Implement the Early Access to Treatment Services for the Incompetent to Stand Trial (IST) population, including providing treatment and medication supports at the earliest point possible for individuals in jail who are deemed IST to facilitate stabilization and increase opportunities for diversion.</p>	<p>DSH</p>		<p>Initiate implementation in FY 22-23</p>	<p>Output Measure: Number of individuals receiving services within 28 days from IST commitment.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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<p>12. Improve IST discharge planning and coordination with counties to enable counties to better plan for continuity of treatment when individuals deemed IST are released from jail.</p>	<p>DSH</p>		<p>Initiate implementation in FY 22-23</p>	<p>Process Measure: Documentation of new discharge coordination process, training, and/or technical assistance provided to counties.</p> <p>Output Measure: Number of people supported through enhanced discharge planning efforts.</p>
<p>13. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to prevent experiences of homelessness for people transitioning from corrections settings by expanding interim housing options, including recovery housing models and quarantine options during the pandemic, and by addressing transportation needs to facilitate access to such options.</p>	<p>CDCR</p>	<p>CDSS</p>	<p>Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs</p>	<p>Outcome Measure: Increased community capacity to provide treatment and interim housing options to target population.</p>
<p>14. Provide support through the No Place Like Home program for the development of permanent supportive housing for persons who are in need of mental health services and are experiencing homelessness, chronic homelessness, or who are at risk of chronic homelessness.</p>	<p>HCD</p>		<p>Release final NOFA in Q2 of FY 21-22</p>	<p>Process Measure: Timely implementation of NOFA.</p> <p>Output Measures: Number of funding awardees and number of permanent supportive housing units supported.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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<p>15. Implement Basic Needs Centers providing range of services and supports to students who may be at-risk of homelessness, as well as programming targeting students involved with the justice system and/or the foster care system.</p>	<p>CCCCO</p>	<p>DHCS, CDSS, HCD</p>	<p>FY 22-23</p>	<p>Process Measure: Documentation of data collection regarding student accessing basic need services.</p> <p>Output Measure: Number of California community colleges establishing basic need centers.</p> <p>Output Measure: Number of basic need insecure students that receive services and supports.</p> <p>Output Measure: Number of current and former foster youth that receive services and supports.</p> <p>Outcome Measures: Decrease barriers to academic success.</p>
<p>16. Implement Guaranteed Income (GI) Pilot for youth aging out of Foster Care.</p>	<p>CDSS</p>		<p>Beginning 3rd Quarter of FY 22-23</p>	<p>Process Measure: Number of counties awarded GI funds.</p> <p>Output Measure: Number of former foster youth recipients who use their GI for housing expenses.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>17. Continue to offer Transition Housing Placements (THP-NMD) for 18–21-year-old Youth transitioning from the Foster Care system, and continue to support THP-Plus for 18–24-year-old former Youth to assist in providing the supports necessary to obtain more permanent housing.</p>	<p>CDSS</p>	<p>HCD</p>	<p>Ongoing</p>	<p>Output Measure: Number of youth receiving THP-NP and THP-Plus services and supportive services</p>
<p>18. Implement the Prison to Employment (P2E) Initiative to integrate workforce and reentry services in all of California’s labor regions and to promote equity and create economic opportunity for formerly incarcerated and justice-involved individuals.</p>	<p>CWDB</p>	<p>CDCR</p>	<p>FY 22-23</p>	<p>Outcome Measures: Evaluation of program performance through the following four research questions:</p> <ul style="list-style-type: none"> ▪ Do participants have better labor market outcomes? ▪ Do participants have lower recidivism rates? ▪ Does P2E promote increased equity for historically marginalized populations? ▪ How well did P2E coordinate pre-release reentry services and post-release workforce services?
<p>19. Pilot efforts to address the housing and employment services needs of people with disabilities within state prison facilities, supporting people to access employment prior to re-entering communities or for individuals who are ex-offenders.</p>	<p>DOR</p>	<p>CDCR</p>	<p>On-going</p>	<p>Process Measure: Annual reporting of data regarding number of individuals served.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>20. Implement the Justice Involved Veterans Initiative to ensure that incarcerated Veterans obtain their earned benefits and receive support upon their release and reentry into post-incarceration life, to reduce risks for re-incarceration and homelessness.</p>	<p>CalVet</p>	<p>CDCR</p>	<p>Planning underway Q1 FY22-23, including CalVet Annual Leadership Summit in September 2022 with significant homelessness related agenda</p>	<p>Process Measure: Timely implementation of Initiative</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>21. Continue to develop a long-term plan and strategy for improving health outcomes and the delivery of fully integrated health care services for youth in foster care.</p>	<p>DHCS, via Foster Care Model of Care Workgroup</p>	<p>CDSS</p>	<p>Set of recommendations with an implementation plan in the 1st Quarter FY 22-23</p>	<p>Process Measure: Timely development of set recommendations that can be incorporated to improve the quality of services for children and youth in the foster care system.</p>
<p>22. Distribute funding and gather outcomes of the Housing Navigators Program and Transitional Housing Program for County Child Welfare Agencies.</p>	<p>HCD</p>	<p>CDSS</p>	<p>NOFA to be released in Q2 of FY 21-22, funding permitting</p>	<p>Process Measure: Timely submittal of the executed standard agreements. Output Measures: Number of people served, including those in foster care or probation system, and services provided.</p>
<p>23. Support people with disabilities to successfully and stably transition from nursing homes and other institutional settings to community living opportunities, and also prevent people from going into</p>	<p>DOR</p>	<p></p>	<p>On-going</p>	<p>Output Measure: Document the number of people receiving such assistance and outcomes achieved.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>institutional settings and losing stable housing.</p>				
<p>24. Enhance capacity of “No Wrong Door” Aging and Disability Resource Connection (ADRC) systems to support transitions from nursing facilities back into community living options, minimizing risk that such transitions result in homelessness.</p>	<p>CDA</p>	<p>DOR</p>	<p>On-going</p>	<p>Process Measure: Document guidance provided and capacity-building activities implemented.</p>
<p>25. Implement the Workforce Accelerator Fund 10 Grant to test innovative strategies for an equitable recovery to impact economic and racial equity by creating pathways to quality jobs for workers from disadvantaged communities.</p>	<p>CWDB</p>	<p>EDD</p>	<p>1st Quarter FY 22-23 through 2nd Quarter FY 23-24</p>	<p>Process Measures: Development of an implementation report that summarizes grantee activities and preliminary participant outcomes, and development of an in-depth outcomes and impact evaluation report. Both reports will focus on how well partnerships between service providers lead to improved labor market outcomes for participants, and will highlight any activities and outcomes specifically focused on preventing homelessness.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>26. Implement the Breaking Barriers to Employment Initiative to supplement existing workforce and education programs by providing services to ensure the success of individuals either preparing to enter or already enrolled in workforce and education programs.</p>	<p>CWDB</p>	<p>Local Workforce Development Boards</p>	<p>TBD</p>	<p>Process Measures: Evaluate how well the initiative recruited individuals with significant barriers to employment, including people at-risk of or experiencing homelessness, how well the initiative helped individuals transition into the broader workforce and education systems, and how well the initiative promoted sustainable partnerships between Local Workforce Development Boards and community-based organizations.</p>
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ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement the Emergency Rental Assistance resources administered through the U.S. Department of the Treasury to provide financial assistance to households facing rental arrears and risks of eviction and/or homelessness.</p>	HCD	Cal ICH, CDSS	Funding must be implemented before end of Q2 of FY 21-22	<p>Process Measure: Align prioritization of funds as required, prioritizing households at or below 50% AMI, and up to 80% AMI or unemployed for 90 or more days. Provide equal or stronger prioritization by: A) deeper income targeting (i.e., 30% AMI and below); B) rent burden; C) qualified census tracts; D) property size (i.e., small landlords); E) other related factors consistent with this intent and need.</p>
<p>2. Implement a wide array of State and Federal funding programs and technical assistance to support provision of various forms of diversion and prevention services, with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program.</p>	HCD, CTCAC, Cal ICH, CalHFA, CalOES, CDSS, depending on funding program		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Timing determined for each funding program.</p> <p>State Funding and Programs Working Group to determine timing for development of targets.</p>	<p>Output Measures: Number of prevention and diversion-related webinar, events, or trainings held for CDSS grantees; number of CDSS grantees that received targeted technical assistance regarding diversion and prevention.</p> <p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets.</p> <p>Outcome Measures: In future, measure performance against targets.</p>

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

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

<p>3. Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes or understand their housing options during COVID-19 and beyond.</p>	<p>BCSH</p>	<p>Cal ICH, HCD, DFEH</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p>Process Measure: Documentation of homelessness prevention-focused messaging and efforts implemented through the Housing is Key campaign.</p>
<p>4. Provide guidance to support schools to develop community collaborations and stronger referral systems with public, private, and faith-based partners that can help address housing instability and homelessness, and other service needs, among students and their families.</p>	<p>CDE</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of guidance provided.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>5. Identify and implement strategies to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the need for in home supports and access to licensed adult and senior care facilities.</p>	<p>CDSS</p>	<p>Cal ICH, HCD, DHCS, CalVet, CDA</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of technical assistance provided for CCE, Home Safe, HDAP, and PRK implementation.</p> <p>Outcome Measures: Number of adult and residential care facilities receiving CCE funding. Documentation of advancement toward housing goals outlined in the Master Plan on Aging.</p>
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Exhibit A. Organizations Represented within Stakeholder Input Conversations

To date, representatives from the following organizations have had the opportunity to participate in at least one input conversation to inform the development and/or updating of this Action Plan, with regrets for any accidental omissions of organizations:

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

Exhibit B. List of Acronyms and Meanings Used Within Action Plan

AB	Assembly Bill	CTCAC	California Tax Credit Allocation Committee
AMI	Area Median Income	CWDB	California Workforce Development Board
ADRC	Aging and Disability Resource Center	DFEH	California Department of Fair Employment and Housing
BCSH	California Business, Consumer Services and Housing Agency	DGS	California Department of General Services
BIPOC	Black, Indigenous, and people of color	DHCS	California Department of Health Care Services
CalAIM	California Advancing and Innovating Medi-Cal	DOR	California Department of Rehabilitation
CalHFA	California Housing Finance Agency	DSH	California Department of State Hospitals
CalHHS	California Health and Human Services Agency	ECM	Enhanced Care Management
CalHR	California Department of Human Resources	ESG-CV	Emergency Solutions Grants Program–Coronavirus
Cal ICH	California Interagency Council on Homelessness	FY	Fiscal Year
CalOES	California Governor's Office of Emergency Services	HCD	California Department of Housing and Community Development
CalSTA	California State Transportation Agency	HDIS	Homeless Data Integration System
Caltrans	California Department of Transportation	HHAP	Homeless Housing, Assistance and Prevention Program
CalVet	California Department of Veterans Affairs	HHP	Health Homes Program
CARE Court	Community Assistance, Recovery and Empowerment Court	HSP	Housing Support Program
CBO	Community Based Organization	HUD	U.S. Department of Housing and Urban Development
CBR	Community Based Restoration	ILOS	In Lieu of Services
CCC	California Community Colleges	IST	Incompetent to Stand Trial
CCE	Community Care Expansion	LEAs	Local educational agencies
CCHCS	California Correctional Health Care Services	MCP	Medi-Cal Managed Care Plan
CDA	California Department of Aging	Medi-Cal	California's Medicaid healthcare program
CDCR	California Department of Corrections and Rehabilitation	NOFA	Notice of Funding Availability
CDE	California Department of Education	SB	Senate Bill
CDLAC	California Debt Limit Allocation Committee	SGC	California Strategic Growth Council
CDPH	California Department of Public Health	TA	Technical Assistance
CDSS	California Department of Social Services	VA	U.S. Department of Veterans Affairs
CHEBNA	California Higher Education Basic Needs Alliance	WPC	Whole Person Care
CoC	Continuum of Care		



**California
Interagency Council
on Homelessness**



**California
Community
Colleges**

