ACTION PLAN FOR PREVENTING AND ENDING HOMELESSNESS

**DRAFT for
Council Review**
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A Message from Governor Gavin Newsom

California Interagency Council on Homelessness

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Action Plan Overview

The California Interagency Council on Homelessness

The California Interagency Council on Homelessness (Cal ICH) is the State's facilitator, coordinator, and leader for policy development and research for state and local jurisdictions in their work to prevent and end homelessness in California. Cal ICH convenes the state's Interagency Council on Homelessness (Council), a voting body comprised of leaders from 19 State departments and agencies as well as two members of the public appointed by the Legislature. Its work is guided by this Action Plan.

The first Action Plan was adopted by the Council in March 2021 and has been updated annually since. This new Plan focuses the Council's work around bold, measurable goals, the strategic investments that help achieve those goals, and actions each member department and agency is taking to ensure those investments are effective and coordinated.

Action Plan Overview

The Vision: Through the adoption of this Action Plan, the Council seeks to create an equitable and just California in which homelessness is rare, brief, and never more than a one-time experience.

The Problem: Currently, for every five individuals who access homeless services in California, only one is housed—a stark indicator of the growing imbalance in addressing this crisis.

The Plan: Over the next three years, the Action Plan's five ambitious goals seek to reduce this ratio to 2.5:1, representing a strategic and highly coordinated approach to preventing and ending homelessness.

The Goals: To accomplish this vision, the Council will be driven by five interconnected goals, which together create a comprehensive framework for progress.

1. **Help more people leave unsheltered homelessness**: Increase the annual percentage of people who move into emergency shelter, transitional housing, or permanent housing after experiencing unsheltered homelessness, from 42% to **at least 70%**.

2. **Help more people move into housing**: Increase the annual percentage of people experiencing homelessness who move into permanent housing from 18% to **at least 60%**.

3. **Ensure people do not experience homelessness again**: Ensure that **at least 95%** of people who move into permanent housing do not experience homelessness within six months.

4. **Strengthen prevention through improved connections to health and social services**: Increase the enrollment of at-risk individuals and families in Medi-Cal and CalWORKs to prevent homelessness by addressing health and economic vulnerabilities.

5. **Create more housing**: Permit more than **1.5 million homes**, with **no less than 710,000** of those meeting the needs of low- and very low-income households.

Using this Plan:

This Action Plan is a three-year roadmap for addressing homelessness in California. It is designed to serve as a tool for the Council to organize and assess its investments, ensuring that efforts are strategic, measurable, and aligned with the Council's shared vision of preventing and ending homelessness.

The Plan begins with the Council's **Vision**, ensuring alignment among Council departments and agencies toward a shared goal. The **Guiding Principles** outline best practices critical to achieving this vision, while the **Action Plan Goals** set measurable targets to drive outcomes and assess progress.

The **Strategic Investments** section highlights state funding sources contributing to these goals, and the five **Action Areas** detail actionable steps departments and agencies will take to enhance the homelessness response system. Each Action Area includes a **racial equity framework**, guiding the development and implementation of programs to address racial disparities. The **Implementation Plan** outlines steps for executing the Action Plan, including annual performance measurement.

Finally, the **appendices** provide additional details on Cal ICH's work, Plan development, and an acronym glossary.

By outlining its coordinated strategies and clear performance metrics, the Plan demonstrates the level of coordination and collaboration required to effectively address this complex issue and provides insight into the state's efforts to do so. We hope this plan is also utilized by local jurisdictions and external partners in their work to prevent and end homelessness to ensure coordination goes beyond state partners.

Vision and Guiding Principles

Vision

Through the adoption of this Action Plan, the Council is embracing a simple but transformative vision:

> **An equitable and just California in which homelessness is rare, brief, and never more than a one-time experience.**

In pursuing this vision, Cal ICH seeks to create a strong homelessness response system that:

- Equitably addresses the health, safety, and services needs of Californians experiencing unsheltered homelessness,

- Expands community capacity to provide safe and effective sheltering and interim housing,

- Expands and ensure equitable access to permanent housing in all communities, and

- Prevents Californians from experiencing homelessness.

Guiding Principles and Commitments

To ensure our work is centered around our shared vision of an **equitable and just California in which homelessness is rare, brief, and never more than a one-time experience**, the Council recognizes its member departments and agencies must commit to a **set of guiding principles**. By adopting this Plan, member departments and agencies commit to following these guiding principles to the best of their abilities, and Cal ICH staff commit to developing and implementing resources and guidance for them to do so through our Lived Experience Advisory Board (LEAB), Advisory Committee, Interagency Working Groups, creation of specific resources and recommendations, and more.

The Plan's Strategic Investments and Actions are in service of this vision and the guiding principles will deeply shape their design and implementation. The Council further acknowledges that the Strategic Investments and Actions identified may not be sufficient to fully achieve the Plan's vision and therefore encourages all future work across the state on housing and homelessness to be aligned with the Plan's vision and guiding principles. This section provides details on the eight guiding principles and their respective commitment member departments and agencies have made through the adoption of this Plan.

Advancing Racial Equity and Justice

The vision for this Plan intentionally leads with equity and justice. Cal ICH recognizes that homelessness disproportionately affects communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander. The disproportionate negative impacts of involvement in the criminal legal system, lack of access to quality and affordable health care, housing discrimination, and the continued impact of redlining policies, along with a host of other socially determined factors, have had catastrophic impacts on these communities. These racial inequities have also been perpetuated by public policies that actively work to disadvantage these communities and therefore require urgent, innovative, and sustained actions to address, reduce, and eventually eliminate these disparities. Preventing and ending homelessness requires designing and implementing programs and services alongside these specific populations in order to effectively meet their needs, measure progress and outcomes towards reducing racial disparities, and provide staff with the tools and training they need to effectively implement equitable and inclusive homelessness programs.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to ensuring racial equity is built into the design, implementation, and evaluation of all programs and funding, in order to address the racial inequities we know exist in homelessness. Cal ICH currently facilitates a Racial Equity Working Group designed to act as a resource for the Council in maintaining a dedicated focus on addressing racial inequities within the work to prevent and end homelessness (*see Appendix B for more information*).

Increasing Access to Resources for California's Tribal Communities

California is home to 109 Federally Recognized Tribes, with over 80 more petitioning for federal recognition. California Tribes face greater barriers and have fewer resources to address homelessness than local jurisdictions and are rarely considered in the development of local homelessness solutions. Further, Tribes experience severe disparities in homelessness compared to the general population and experience poorer outcomes in other areas such as poverty, unemployment, substance use disorders, and mental health challenges. This is the impact of colonization, a failure to meaningfully include and consider Tribes, and systemic and ongoing racism. Cal ICH has learned from Tribal engagements and consultation that state funding set asides designed for other jurisdictions are rarely accessible to Tribes due to their unique needs and varying levels of infrastructure. Cal ICH recognizes that to support Tribes to address homelessness in their communities, government must work to rebuild relationships with Tribes in culturally responsive ways.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to meaningfully partnering with Tribal communities across the state to better understand their needs and ensure that state and local policies and programs have accessible funding and other opportunities.

Creating Solutions for the Full Diversity of People Experiencing Homelessness

Preventing and ending homelessness requires creating a diversity of services to meet the needs of all people who experience homelessness. In addition to race and ethnicity, factors such as gender, sexuality, age, family structure, veteran status, disability, and more play a role in determining one's risk of experiencing homelessness. This requires a shift from one-size-fits-all approaches to targeted, goal-driven strategies that meet the diverse needs of all people, ensuring services are accessible, flexible, and continuously adjusted to address emerging gaps in care. Assessments should be conducted regularly to identify the needs of these subgroups and ensure that existing services adequately address them.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to designing and funding programs that serve the wide diversity of needs that people have when experiencing homelessness and continuing to assess those services to ensure they meet people's evolving needs.

Seeking, Valuing, and Acting Upon the Expertise of People with Lived Experiences of Homelessness

In order to create effective programs that meet people's diverse needs, our systems, programs, and decision-making must be deeply informed by people with lived experiences of homelessness. Incorporating people's lived experience into decision-making goes beyond simple inclusion, as it must ensure that those with firsthand knowledge are actively developing and shaping solutions. While those with lived experience may not always represent the majority opinion, their perspectives are invaluable and should be prioritized, especially where funding decisions are made. Programs designed alongside people who have experienced homelessness can be more effective when implemented because they incorporate expertise on what does and does not work to prevent and end homelessness. When doing this work, people with lived experience must be appropriately compensated for their time. Cal ICH facilitates a Lived Experience Advisory Board that convenes regularly to review and provide feedback to help the Council make decisions and create programs that will truly work to achieve its vision (*see page 77 for more information*).

Through the adoption of this Plan, Cal ICH and its member departments and agencies commit to engaging with people with lived experiences of homelessness in the design and implementation of our programs, encouraging local partners and grantees to do the same, and developing trusted relationships with these groups to receive ongoing feedback. Cal ICH will utilize its LEAB to provide resources and guidance to support state and local partners to center the leadership of people with lived experiences of homelessness.

Strengthening Housing First Approaches

Housing First is an evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting people experiencing homelessness to permanent housing as quickly as possible. Housing First is not housing only; Housing First approaches

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to incorporating the Housing First statutory requirements into their

offer services as needed and requested voluntarily. Housing is never contingent on participation in these services, but services are offered to support long-term success. Additionally, providers must make clear the full set of services available for participants, ensuring they are fully informed and empowered to make the best choices for their needs. It is crucial to acknowledge that while housing is a fundamental step, there are still significant gaps in providing individuals with the comprehensive, wraparound services—such as mental health support, job training, and substance use treatment—that are essential for maintaining long-term stability and preventing a return to homelessness. California has a legal commitment to implement all state homelessness and housing programs using Housing First approaches to remove barriers, ensure people have access to the housing and services necessary to support their success, and reduce returns to homelessness.

relevant programs and funding, as well as working with their grantees and local partners to ensure its proper implementation.

Balancing Prevention, Crisis Response, and Permanent Housing Solutions

While recognizing that permanent housing is the only true solution to homelessness, hundreds of thousands of Californians are experiencing the urgent crises of homelessness every single day. Therefore, preventing and ending homelessness requires the provision of housing and service options that can address the various stages of homelessness someone may experience. First and foremost, preventing homelessness whenever possible must be at the core of this work and is crucial to an effective homelessness response system. This includes identifying who is at risk of homelessness and providing them with housing, financial assistance, and other services that can help prevent their homelessness. Additionally, when people do fall into homelessness, they must have the option to move into shelter or other interim settings as quickly as possible to avoid the numerous health and safety risks associated with unsheltered homelessness and living outdoors. Finally, there must be adequate permanent housing options available for all people experiencing homelessness and their varying needs. For example, while some people do require the long-term placement and intensive services available in permanent supportive housing environments, others may benefit from limited-time rapid rehousing subsidies with fewer services.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to identifying the current balance of funding available for prevention, crisis response, and permanent housing solutions, and to assisting local governments in identifying and accessing these solutions.

Advancing Trauma-Informed Care and Person-Centered Services

Experiences of homelessness can be traumatic and can be caused by or lead to traumatic life events. Living without a safe and stable place to call home can create serious stress and amplify other health challenges that people are facing. As a result, mental health and substance use issues can be triggered or exacerbated by homelessness. In order to effectively address the needs of people experiencing homelessness without causing further harm, services must be trauma-informed and person-centered. Trauma-informed care acknowledges the need to understand a person's life experiences in order to deliver effective care and has the potential to improve engagement, treatment adherence, and health outcomes. Person-centered care refers to services that are responsive to individuals' goals, values, and preferences, empowering them to take an active role in their care. It is also essential to recognize that individuals with lived experiences, including those hired as staff or on advisory boards, may still be affected by trauma. Therefore, asking them to share their stories should be done with care and sensitivity, and organizations should ensure they have the proper resources in place to support these individuals. Service providers too must be equipped with trauma-informed training and the necessary support to care for themselves while meeting the needs of those they serve. This includes creating a supportive environment for staff, especially those with lived experience, to prevent burnout and ensure the effectiveness of the care they provide. Finally, the commitment to trauma-informed care should be reinforced by ensuring that all providers are trained to recognize and respond to trauma, fostering a culture of healing for both those receiving and delivering services.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to requiring the use of trauma-informed and person-centered care throughout their programs as well as providing resources to their grantees on best practices in effectively utilizing those strategies.

Aligning Health, Housing, and Homelessness Strategies

Cal ICH recognizes that housing and health are directly linked. Californians living without safe and stable housing face numerous mental and physical health risks that cannot be addressed without housing as a centerpiece of care. The State is implementing profound reforms within its Medi-Cal program and providing funding to ensure those most vulnerable people have equitable opportunities to access housing and improve their wellbeing.

Through the adoption of this plan, Cal ICH and its member departments and agencies commit to making crucial health resources available to all people experiencing homelessness as well as integrating such resources with housing and homelessness services.

Equity in the Action Plan

As Cal ICH departments and agencies work toward the shared vision of preventing and ending homelessness, it is critical that our collective strategies confront the growing racial inequities that disproportionately impact Black or African American, Native American or Indigenous, Native Hawaiian or Pacific Islander, and other communities of color. In order to reduce the number of individuals and families experiencing homelessness across California and on Tribal lands, this Action Plan integrates racial equity frameworks into its design so that its implementation truly addresses the root causes of homelessness.

Racial equity frameworks, described within each Action Area, will be employed for successful implementation and achievement of the Action Plan's goals. These frameworks help ensure that our strategies are equitable and effective by:

- Collecting and analyzing data disaggregated by race and other demographics to identify disparities and target interventions more effectively,

- Involving historically disenfranchised communities overrepresented in homelessness in the planning and decision-making processes,

- Providing training and technical assistance for system partners and service providers on cultural humility, trauma-informed care, harm-reduction, de-escalation and other models and practices to ensure they understand and respect the cultural backgrounds of the people they serve and offer culturally responsive services that build trust, and

- Increasing resources equitably by including by-us-for-us community-based organizations who have established trust with racially marginalized groups and Tribal Nations.

By integrating these racial equity frameworks in partnership with Cal ICH staff and the Cal ICH Racial Equity Work Group (REWG), this Action Plan takes a more practical orientation by offering concrete approaches to more effectively address the complex and interconnected factors contributing to homelessness and increasing racial disparities.

> **If these racial equity frameworks are not supported and implemented effectively, Cal ICH acknowledges that the State's work could continue to perpetuate deep disparities by creating ineffective and harmful solutions, eroding trust from the unhoused community, misallocating resources that can unintentionally worsen homelessness, and growing public discontent that can damage the credibility and support for the work.**

The REWG plays a crucial role as they will serve as an advisor and accountability partner, analyze and monitor data with a racial equity lens to refine the State's objectives and activities, engage with Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander communities to co-design effective interventions, transform statewide policies and programs, recommend funding strategies to more effectively address root causes, and launch the Racial Equity Implementation Hub to ensure that the Action Plan is equitable and effectively implemented.

For more information on the Racial Equity Working Group and Racial Equity Implementation Hub, see Appendix B.

Homelessness in California

Homelessness in California

Data Sources

The U.S. Department of Housing and Urban Development (HUD) requires each Continuum of Care (CoC) in the country to operate a Homeless Management Information System (HMIS), which is a local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at risk of and experiencing homelessness. California is the only state to have invested in a statewide data warehouse that compiles data from each CoCs HMIS; that data warehouse is the Homeless Data Integration System (HDIS). California's HDIS provides information about service coordination throughout the state by identifying patterns of service usage across geographic regions and supporting efforts to identify and address racial and other inequalities among people experiencing homelessness. This information can be used to support technical assistance, planning, funding, and coordination decisions but it is important to note HDIS cannot report on data that is not captured in HMIS.

Overview of Homelessness in California

Homelessness remains a significant challenge in California, which accounts for a disproportionate share of the homeless population in the United States. According to the most recent Point-in-Time Count data, over 180,000 people experience homelessness in California on a given night, representing about 30% of the national homeless population. Of these people experiencing homelessness, 68% are unsheltered, living in streets, parks, or vehicles, compared to 40% nationally. According to HDIS, the number of people who accessed homelessness services in 2023 was 340,000 people, nearly double the above Point-in-Time Count number. This means that nearly 1 in every 100 Californians accessed homelessness services at some point in 2023.

Key Factors Contributing to Homelessness in California

Several interconnected factors drive homelessness in the state:

- **Housing Affordability Crisis**: California has some of the highest housing costs in the country, with the median home price exceeding $700,000 and rents averaging over $2,000 per month.
- **Economic Inequality**: Despite its wealth, the income inequality in California leaves many low-income households vulnerable to displacement.
- **Systemic Barriers**: Insufficient mental health services, substance use treatment, and support systems exacerbate homelessness.
  Natural Disasters and Climate Change: Events like wildfires and droughts have displaced thousands, pushing many into homelessness.

Disparities

The crisis of homelessness does not fall equally on all Californians. Homelessness data reflects stark racial inequities and the impacts of systemic racism. Compared to the overall population of California, those accessing homelessness services in 2023 were:

- Four times more likely to identify as Black or African American,
- Two times more likely to identify as Native Hawaiian or Pacific Islander, and
- Two times more likely to identify as American Indian or Indigenous.

Rate of people accessing services while experiencing homelessness (per 10k) among all Californians in 2023

Black or African American	351
Native Hawaiian or Pacific Islander	182
American Indian or Indigenous	176
All	91
Hispanic/Latino	84
White	83
Asian or Asian American	13
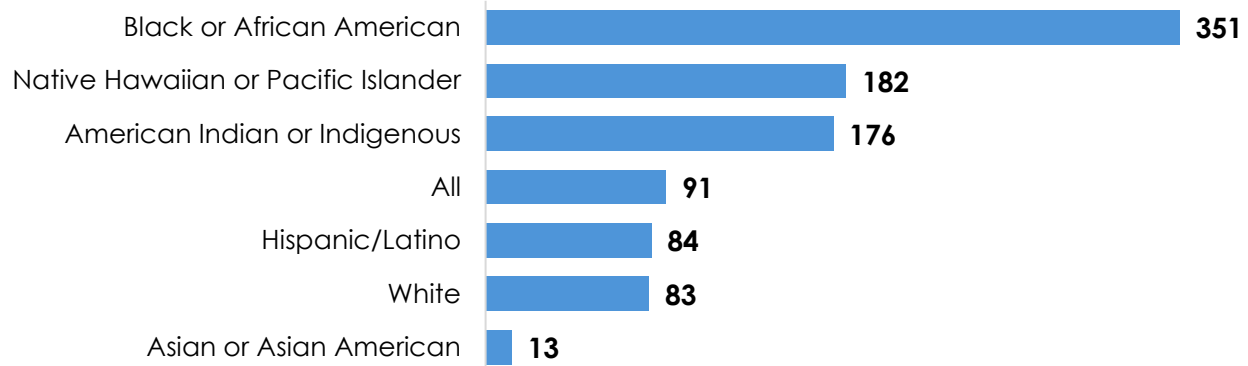
Additionally, of those accessing homelessness services:

- 13% were unaccompanied youth (aged 24 or younger),
- 49% reported having a disabling condition,
- 22% reported having experienced domestic violence,
- 7% identified as veterans, and
- 96% of people accessed homelessness services within one Continuum of Care.

According to the California Department of Education, over 210,000 students experienced homelessness in 2023. This differs from the HDIS data above because it utilizes a broader definition of homelessness as defined by the federal McKinney-Vento Homeless Assistance Act. This definition includes children and youth who are doubled up in overcrowded housing or are living in hotels, motels, or other places not intended for long-term or permanent occupancy, in addition to other categories not included in the HUD definition of homelessness.

Data Limitations

What is less clear from the data are the experiences of people whose information does not get captured in HMIS data. HDIS includes data from programs that receive many types of state and federal funding, but does not include programs that primarily serve people who have experienced domestic violence, or providers affiliated with Tribal communities. The Council and its partners have identified some of these limitations in currently available data.

Examples include:

- Those living in **overcrowded housing situations** or who are **doubled-up** or couch surfing, many of whom identify as Hispanic or Latinx, are Native American or Indigenous, or may be young adults. These groups may not access homelessness services for reasons including ineligibility or not being prioritized for services and are therefore likely underrepresented in this data.
- People experiencing **unsheltered homelessness** who are not in contact with any service provider through outreach or other service.

- Communities who **do not feel comfortable accessing government-funded services**, such as those with historical mistrust of state and local governments. Since HDIS tracks service utilization, these groups would not be reflected in the data.
- Data collection efforts do not reach all populations effectively. For example, Tribal communities in California report rates of homelessness up to 50%, however, there are no current methods of **accurate data collection** across Tribal communities. Tribal-affiliated service providers are not required to report data to HMIS and Tribal communities are rarely included in Point-in-Time counts. Therefore, data on homelessness in these communities is not accurately represented in HDIS.
- Within each of these demographic categories, there are important **intersections with other demographics**, such as age, LGBTQ+ identities, disability status, and/or family structure. For example, subpopulations within racial and ethnic groups, based on nationality or other factors, can experience homelessness at widely varying rates that are hidden when combined with other groups.

Why Data Matters in Addressing Homelessness

Data serves as a cornerstone for developing effective policies and interventions to address homelessness. Here's why:

1. **Informed Decision-Making**: Accurate data enables policymakers to identify the scale and demographics of homelessness, ensuring targeted and efficient allocation of resources.
2. **Tracking Progress**: Data helps monitor the impact of programs and strategies, allowing for adjustments and improvements based on evidence.
3. **Tailored Interventions**: Subpopulation-specific data (e.g., on youth, veterans, or families) helps design programs that address the unique needs of different groups.
4. **Collaboration and Coordination**: Data facilitates collaboration by creating a shared understanding of the issue.

Through the adoption of this Action Plan, member departments and agencies commit to serving all Californians experiencing homelessness. With this in mind, this Plan, under Action Area #4, attempts to expand data integration across programs and systems, measure impacts, and conduct robust analyses on the data to better understand homelessness in California.

In order to effectively address existing disparities, member departments and agencies must understand current disparities and the challenges to obtaining accurate data and commit to tailoring solutions to the needs of specific populations. In the following section, we discuss the Plan's goals, which are designed to show measurable progress toward preventing and ending homelessness in California.

Goals

Action Plan Goals

In implementing this Plan, the Council aims to support local homelessness response systems to provide housing and services to everyone experiencing homelessness. This is the "north star" we will use to orient our work. Currently, according to HDIS data, for every five individuals who access homeless services in California, only one is able to access permanent housing. In the span of this Plan, calendar years 2025 through 2027, the Council aims to reduce that gap by half, so that for every 100 people served, 60 people are placed in housing during the year. The following goals are intended to measure progress toward that north star.

1. **Help more people leave unsheltered homelessness:** Increase the annual percentage of people who move into emergency shelter, transitional housing, or permanent housing after experiencing unsheltered homelessness, from 42% to **at least 70%**. Reduce overrepresentation of people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander among those experiencing unsheltered homelessness.

2. **Help more people move into housing:** Increase the annual percentage of people experiencing homelessness who move into permanent housing from 18% to **at least 60%**. Ensure that people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander exit to permanent housing at rates sufficient to account for their overrepresentation among people experiencing homelessness.

3. **Ensure people do not experience homelessness again:** Ensure that **at least 95%** of people who move into permanent housing do not experience homelessness within six months. Monitor return rates among people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander to determine what disparities must be addressed.

4. **Strengthen prevention through improved connections to health and social services:** Increase the enrollment of at-risk individuals and families in Medi-Cal and CalWORKs to prevent homelessness by addressing health and economic vulnerabilities.

5. **Create more housing:** Permit more than **1.5 million homes**, with no less than **710,000** of those meeting the needs of low- and very low-income households.

In order to achieve these goals, the Plan focuses on addressing profound racial inequities and other disparities in risks and experiences of homelessness in California. For each goal, the State aims to reduce the overrepresentation of these populations among people experiencing homelessness, especially Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander communities. For each goal, the state will disaggregate data by racial and ethnic group to understand inequities in access to services and housing that need to be addressed.

The following pages describe the goals in greater detail and include: a "North Star" that represents the state's longer-term targets for each goal, baseline data from calendar year 2023 and its source, additional measures Cal ICH will aim to consider when conducting annual performance measurement, and a brief methodology for how each goal is measured. It is important to note, Goals #1, #2, and #3 use HDIS data, which only counts people who access services from service providers that report data HDIS, as described above. Baseline data may change as data quality and completeness improves, and as Cal ICH improves its methodology for calculating system performance measures.

Action Plan Three-Year Goal (2025 – 2027) GOAL #1	Draft Baseline Data (CY 2023)
BRIEF	

Action Plan Three-Year Goal (2025 – 2027)
GOAL #1

Draft Baseline Data (CY 2023)

Help more people leave unsheltered homelessness:

Increase the annual percentage of people who move into emergency shelter, transitional housing, or permanent housing after experiencing unsheltered homelessness, from 42% to **at least 70%.** Reduce overrepresentation of people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander among those experiencing unsheltered homelessness.

North Star: Ensure everyone experiencing unsheltered homelessness enters into emergency shelter, interim housing, or permanent housing (100%).

Additional potential measurements:
- Increase the number and share of successful placements from street outreach.
- Monitor and address any disparities in shelter or housing placements among people with substance use disorders, serious mental illness, and other disabling conditions.
- Reduce the amount of time people experience unsheltered homelessness while receiving services, prior to entering a sheltered setting.
- Improve shelter/housing access for unaccompanied minors experiencing unsheltered homelessness.
- Increase the number of people who leave unsheltered homelessness from state-funded programs.
- Ensure people who are served by the Encampment Resolution Funding program, and other programs focused on addressing unsheltered homelessness, enter a sheltered setting.
- Monitor racial and ethnic disparities in exits to permanent, homeless, and unknown destinations among people served by the Encampment Resolution Funding.

Methodology: The number of people who leave unsheltered homelessness, as reported in HDIS, includes all people who access emergency shelter, transitional housing, or permanent housing who either accessed services earlier in the year while experiencing unsheltered homelessness, or who reported living in unsheltered conditions immediately prior to entering emergency shelter, transitional housing, or permanent housing. The percentage is calculated by dividing the number of people who leave unsheltered homelessness by the total number of people who access services while experiencing unsheltered homelessness during the year, plus the total number of people who report living in unsheltered conditions immediately before entering emergency shelter, transitional housing, permanent housing during the year.

42% (98,095) of people who were experiencing unsheltered homelessness moved into shelter or housing.

Source: HDIS

Action Plan Three-Year Goal (2025 – 2027) GOAL #2	Draft Baseline Data (CY 2023)
BRIEF	

Help more people move into housing: Increase the annual percentage of people experiencing homelessness who move into permanent housing from 18% to **at least 60%**. Ensure that people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander exit to permanent housing at rates sufficient to address their overrepresentation among people experiencing homelessness. **North star**: Ensure everyone accessing homelessness services moves into permanent housing (100%). **Additional potential measurements:** • Increase the total number of people moved into permanent housing each year. • Reduce the amount of time people experience homelessness while accessing services, prior to entering permanent housing. • Monitor and address any disparities in housing placements among people with substance use disorders, serious mental illness, and other medical needs/disabling conditions. • Monitor the share of people exiting who receive subsidized housing. • Increase the percentage of people who exit from emergency shelter to transitional housing or permanent destinations. • Reducing the number of people who become chronically homeless. • Increasing the number of unaccompanied minors and unaccompanied youth who exit to permanent destinations. • Increase the number of people served by and exiting homelessness to permanent housing from projects funded by state programs. **Methodology:** The number of people who move into housing, as reported in HDIS, includes people who access services while experiencing homelessness and then move into permanent housing during the same year. This includes permanent housing inside the homelessness response system (such as permanent supportive housing) as well as both subsidized and unsubsidized housing outside the system.	**18% (63,512)** of people served exited homelessness and moved into permanent housing. *Source: HDIS*

Action Plan Three-Year Goal (2025 – 2027) GOAL #3	Draft Baseline Data (CY 2023)
ONE-TIME **Ensure people do not experience homelessness again:** Ensure that **at least 95%** of people who move into permanent housing do not experience homelessness within six months. Monitor return rates among people who identify as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander to determine what disparities must be addressed. **North star**: Ensure all people who move into permanent housing do not experience homelessness again within 6 months (100%). **Additional potential measurements:** • Reduce returns to homelessness across longer timeframes (e.g. within 1 and 2 years of exiting to permanent housing). • Monitor and address any disparities in returns to homelessness among people with substance use disorders, serious mental illness, and other disabling conditions. • Reduce the percentage of people who exit into homelessness from permanent supportive housing and rapid rehousing projects. • Monitor returns from subsidized housing and unsubsidized housing. **Methodology:** The percentage of people who do not return to homelessness, as reported in HDIS, represents the share of those who exit from the homelessness response system during the first six months of the year, and do not return to accessing services while experiencing homelessness within six months of their exit.	**89%** of people who exited homelessness and moved into permanent housing did not return to experiencing homelessness in 6 months. *Source: HDIS*

Action Plan Three-Year Goal (2025 – 2027) GOAL #4		Draft Baseline Data (CY 2023)
BRIEF	**Strengthen prevention through improved connections to health and social services:** Increase the enrollment of at-risk individuals and families in Medi-Cal and CalWORKs to prevent homelessness by addressing health and economic vulnerabilities. **North star**: Ensure everyone at-risk of experiencing homelessness who is eligible for Medi-Cal and CalWORKs has access to their services. **Additional potential measurements:** • Monitor and address any disparities in enrollment and receipt of benefits among people with substance use disorders, serious mental illness, and other disabling conditions. • Monitor and address any geographic disparities in enrollment and receipt of benefits. • Analyze service use data among people enrolled in Medi-Cal to assess provision of treatment to people with medical needs. • Monitor improvements in access to benefits among people accessing services. • Monitor equity in access to homelessness prevention and social services through the homelessness response system. • Monitor utilization of primary and/or preventative care among people experiencing homelessness. • Monitor other indicators of homelessness prevention, such as graduation rates among students, and reduce racial and ethnic disparities in these rates. **Methodology:** The methodology for calculating progress towards this goal will be determined after the onset of this Action Plan.	*CalHHS and Cal ICH are launching a homelessness data integration project to determine baseline data in 2025. Cal ICH will then expand measurement of this goal.*

Action Plan Three-Year Goal (2025 – 2027) GOAL #5	Draft Baseline Data (CY 2023)
RARE	

Create more housing:

Permit more than **1.5 million homes**, with no less than **710,000** of those meeting the needs of low- and very low-income households.

North Star: Permit 2.5 million homes by 2030, with no less than 1 million of those for low- and very low-income households, as outlined in California's Statewide Housing Plan and in alignment with the statewide housing goal.

Additional potential measurements:
- Disaggregate progress towards state permitting goals by affordability level.
- Monitor the share of jurisdictions that reach their low-income permitting goals; the share that reach their very low-income permitting goals; and the share that reach their overall permitting goals.
- Monitor the number of units built by affordability level.
- Monitor number of units reserved for special populations.
- Monitor the number of tax credit-subsidized units constructed or rehabilitated that are affordable for low-income households, including units for large families and for seniors.

Methodology: The number of units permitted and built is reported by jurisdictions in their annual progress report-to-date through the 6th Cycle RHNA as of October 2024, and aggregated by the California Department of Housing and Community Development. The baseline number of units were permitted between 2018 and 2023. Units are determined to meet the needs of low- and very low-income households if they are affordable to households whose incomes do not exceed qualifying limits.

890,000 units have been permitted since 2018, **126,000** of those being low- and very low-income units.

Source: Housing Elements Annual Progress Report (APR) Dashboard

Strategic Investments

Strategic Investments

In working toward the Action Plan's bold vision, Council member departments and agencies are responsible for implementing a set of strategic investments that contribute to one or more of the goals set by this Plan. These investments seek to contribute to our goals by:

- Expanding the **supply of permanent, affordable, and supportive housing units for people at-risk and experiencing homelessness**.

- Providing **rental subsidies and other financial assistance** to support more people to move into permanent housing.

- Increasing **shelter and interim housing options** available in communities to reduce unsheltered homelessness.

- Supporting expanded **diversion and prevention services** so that people do not become homeless.

- Creating stronger connections to **physical and behavioral health care services** to support people to thrive.

- Providing access to an array of **supportive services** that foster housing stability, connect people to benefits, and/or help people to secure employment and achieve their goals.

Below is a table that lists the state-funded or administered investments that contribute directly to one or more of the Action Plan's goals. Alongside each investment, the table includes check marks that identify which goals the investment contributes to. In order to help the Council understand what impact its investments are having on each goal, future performance measurement will focus on identifying the collective outcomes of the Council's work as follows:

Year 1 (January – December 2025): Council departments and agencies begin to collect data on the outcomes associated with each goal for their respective strategic investments.

Year 2 (January – December 2026): Cal ICH reports out on collective progress made toward each Plan goal during Year 1. Begin to identify successes and challenges involved in this work.

Year 3 (January – December 2027): Cal ICH reports out on collective progress made toward each Plan goal during Year 2. Shares recommendations with Council on additional policies, programs, areas of focus, etc. needed to meet goals and lessons learned from implementation.

Plan Goals	Goal 1: *Help more people leave unsheltered homelessness*	Goal 2: *Help more people move into housing*	Goal 3: *Ensure people do not become homeless again*	Goal 4: *Strengthen prevention through improved connections to health and social services*	Goal 5: *Create more housing*
Measures	Number of people experiencing unsheltered homelessness moving into shelter	Number of people moving into housing	Percent of people remaining in permanent housing after six months	Number of people at-risk of homelessness connected to Medi-Cal or CalWORKs	Number of units created
Baseline Data	**42% (98,095)** of people who were experiencing unsheltered homelessness moved into a sheltered setting.	**20% (73,020)** of people served people exited homelessness and moved into permanent housing.	**91%** of people who exited homelessness and moved into permanent housing did not return to homelessness in 6 months.	CalHHS and Cal ICH launching homelessness data integration project to **determine baseline data in 2025.**	**500,484 units have been built since 2022,** 81,362 of those being low- and very low-income units.
Strategic Investment (Lead Department/Agency)	*Investments will drive progress toward the goals noted for each*				
Homekey+: Providing funding to build more permanent supportive homes faster for veterans and residents experiencing homelessness and mental health challenges. (HCD)	●	●	●		●
Homekey Tribal Program: Provides Tribal Entities funding to develop multifamily rental housing developments, including rehabilitation of existing housing, new construction of apartments, townhomes, or single-family rental homes, including manufactured housing, or conversion of non-residential space to residential housing. (HCD)	●	●	●		●
Encampment Resolution Funding Program (ERF): Grants for local jurisdictions to develop coordinated strategies to resolve encampments and transition people experiencing homelessness in encampments into safe and stable housing. (HCD)	●	●	●	●	
Homeless Housing, Assistance and Prevention Program (HHAP): Providing grants for local jurisdictions to support regional coordination and local homelessness response to address challenges and increase permanent housing solutions for individuals and families experiencing homelessness. (HCD)	●	●	●	●	●

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Tribal Homeless Housing, Assistance and Prevention Program (Tribal HHAP): Grants for California Federally Recognized Tribes to support unique, culturally responsive interventions to prevent and address homelessness within their communities. (HCD)	●	●	●	●	●
Multifamily Finance Super Notice of Funding Availability (Super NOFA): Streamlines four of HCD's rental housing programs to align eligibility criteria, scoring, and release of funds allowing for a coordinated single application and award process. (HCD) • Multifamily Housing Program (MHP): Provides low-interest, long-term deferred payment loans for new construction, rehabilitation, and preservation of permanent and transitional rental housing for lower-income households. • Infill Infrastructure Grant (IIG): Promotes infill development by providing financing for infrastructure necessary for the development of affordable and mixed income housing. • Veterans Housing and Homelessness Prevention (VHHP): Provides long-term loans for the acquisition, construction, rehabilitation, and preservation of affordable multifamily housing for veterans and their families. • Joe Serna, Jr. Farmworker Housing Grant (FWHG): Provides funding for new construction, rehabilitation, and acquisition of owner-occupied and rental units for agricultural workers.		●	●		●
HOME American Rescue Plan Act (HOME-ARP): Assists individuals or households at risk of, or experiencing homelessness, and other vulnerable populations, by providing housing, rental assistance, supportive services, and non-congregate shelter. (HCD)	●	●	●		
HOME-ARP Reentry Housing Pilot Project: Funding to develop units for re-entry populations and/or those exiting state and federal prisons and local jails. (HCD, CDCR)		●	●		●

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
HOME Investment Partnerships Program (HOME): Funding to create and retain affordable housing for lower-income renters, homebuyers, or homeowners by funding tenant assistance, or single- or multi-family acquisition and/or rehabilitation or new construction. (HCD)					●
Emergency Solutions Grant (ESG): Grants to address homelessness by providing funding for supportive services, emergency shelter/transitional housing, homelessness prevention assistance, and permanent housing. (HCD)	●	●	●	●	
Community Development Block Grant Program (CDBG): Funds community & economic development & disaster recovery to create suitable living environments by expanding economic opportunities & providing appropriate housing to low-income households. (HCD)					●
Family Homelessness Challenge Grants: Grants for local jurisdictions to support the development and acceleration of innovative programs that expand promising practices and create solutions to address and end family homelessness. (HCD)	●	●	●	●	
Transitional Age Youth (TAY) Program: Funds to help young adults 18-24 years secure and maintain housing, with priority given to those formerly in the foster care or probation systems. (HCD)	●	●	●		
Housing for a Healthy California Program (HHC): Creates supportive housing for individuals who are recipients of or eligible for health care provided through the California Department of Health Care Services, Medi-Cal program. (HCD)					●
Prop 1's Behavioral Health Housing interventions: Provides funding for housing interventions that may include rental subsidies, operating subsidies, shared housing, family housing, non-federal share for Medi-Cal transitional rent, project-based housing assistance, including master leasing, capital development projects, and others. (DHCS)	●	●	●	●	●

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Transitional Rent (pending federal approval): Provides 6 months of transitional rent for eligible members making critical life transitions from certain settings or meet high-risk population criteria. (DHCS)	●	●		●	
Cal AIM Enhanced Care Management (ECM) Services: Providing a whole-person, interdisciplinary approach to care management that comprehensively addresses the clinical and nonclinical needs of Medi-Cal Members with the most complex medical and social needs through systematic coordination of services and comprehensive care management that is community based, interdisciplinary, high touch and person centered. (DHCS)	●	●	●	●	
Cal AIM Community Supports: Providing housing-related services such as Housing Transition and Navigation Services, Housing Deposits, Housing Tenancy Sustaining Services, and other services (e.g., Recuperative Care, Short-Term Post-Hospitalization) services that address Medi-Cal managed care plan members' social drivers of health and help them avoid higher, costlier levels of care. (DHCS)	●	●	●	●	
Behavioral Health Bridge Housing (BHBH): Funding for operational and supportive services to expand bridge housing and support rental assistance housing navigation, outreach and engagement, and start-up infrastructure. (DHCS)	●	●	●	●	●
Behavioral Health Services Act (BHSA): Modernizes the Mental Health Services Act to address today's behavioral health system and needs, with reforms expanding services to include treatment for people with substance use disorders. Prioritizes care for individuals with the most serious mental illnesses, provides ongoing resources for housing interventions, and continues investments in prevention, early intervention, and innovative pilot programs. (DHCS)	●	●	●	●	

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Community Care Expansion: Funds the expansion and preservation of licensed adult and senior care facilities, permanent supportive housing, recuperative care, and other housing options with supportive services for vulnerable older adults and adults with disabilities experiencing or at risk of homelessness including through a Tribal set aside. (CDSS)				●	●
CalWORKs Housing Support Program (HSP): State-funded, locally-administered program in which counties provide flexible housing-related support, including housing navigation and rental assistance, to families experiencing, or at risk of, homelessness in the CalWORKs program. (CDSS)	●	●	●	●	
CalWORKs Homeless Assistance (HA): Provides payments for families in the CalWORKs program for temporary shelter for up to 16 days, to secure or maintain housing, including a security deposit and last month's rent, or up to two months of rent arrearages. (CDSS)	●	●		●	
Housing and Disability Advocacy Program (HDAP): State-funded, locally-administered program in which counties and Tribal grantees provide flexible housing-related supports, including housing navigation, rental assistance, and legal services, to individuals likely eligible for disability benefits who are experiencing, or at risk of, homelessness, with a focus on chronic homelessness. (CDSS)	●	●	●	●	
Home Safe: State-funded, locally-administered program in which counties and Tribal grantees provide flexible housing-related supports, including housing navigation and rental assistance, to individuals in the Adult Protective Services (APS) intake process, or those who may be served through a Tribe, or Tribal entity or agency, and are experiencing, or at risk of, homelessness for reasons of abuse, neglect, self-neglect, or financial exploitation as determined by APS or Tribal agency. (CDSS)	●	●	●	●	

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Bringing Families Home (BFH): State-funded, locally-administered program in which counties and Tribal grantees provide flexible housing-related supports, including housing navigation and rental assistance, to eligible families experiencing, or at risk of, homelessness who are in the child welfare system or who receive child welfare services in accordance with Tribal law or customs. (CDSS)	●	●	●	●	
Guaranteed Income (GI) Pilot Program: Provides grants to eligible entities that provide a guaranteed income to participants, with funding prioritized for pilot programs that serve individuals who age out of extended foster care at or after 21 years of age, pregnant individuals, or older adults. GI participants must also be low-income residents of California. (CDSS)				●	
Transitional Housing Placement Program: Offers transitional housing placements to 18 - 21-year-old non-minor dependents in Extended Foster Care (THP-NMD) and young adults that exited the foster care system on or after age 18, currently between ages 21-25 for up to 36 cumulative months (THP-Plus). (CDSS)	●	●		●	
Section 811 Project Rental Assistance Program: Project sponsors, who must have development financing from one of the state's housing agencies, apply for 20-year renewable project-based rental assistance funding to house Medicaid beneficiaries with disabilities, ages 18-61, who have resided in a long-term health care facility and desire to return to community living, or are homeless, or are at risk of institutionalization or homelessness. (CalHFA)					●
Low Income Housing Tax Credit Programs: Allocate federal and state tax credits to the developers of affordable rental housing for low-income Californians and corporations that provide equity to build the housing in return for the tax credits. (CTCAC)					●
Tax Credit and Bond Allocation Award Set-Asides: Ensure tax credit and bond allocation awards are provided to Tribal entities (via CTCAC tax credit set aside) and to BIPOC-led developers (via CDLAC bond allocation set aside for BIPOC projects.) (CTCAC, CDLAC)					●

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Domestic Violence Housing First (XD) Program: Provides victims/survivors of domestic violence with safe, permanent housing and ongoing, trauma-informed services tailored to address the individual needs of each victim/survivor that allows them to choose how to best rebuild their lives. (Cal OES)	●	●	●	●	
Domestic Violence Assistance (DV) Program: Provides local assistance for comprehensive support services to existing domestic violence providers throughout California, including emergency shelter to victims/survivors of domestic violence and their children. (Cal OES)	●	●		●	
Homeless Youth and Exploitation (HX) Program: Provides comprehensive services to help homeless youth exit street life, with a focus on providing specialized services for youth experiencing sexual exploitation. (Cal OES)	●	●	●	●	
Homeless Youth Emergency Services and Housing (YE) Program: Provides funding for food, shelter, counseling, and outreach services to locate homeless youth and link them with services, screen for basic health needs, and provide long-term stabilization planning with an emphasis on housing. (Cal OES)	●	●		●	
Homeless Youth Emergency Services Pilot (HY): Provides funding to expand crisis intervention and stabilization services to homeless youth so the immediate crisis these youth face can be resolved, and they can focus on their futures. (Cal OES)	●	●		●	
Specialized Emergency Housing (KE) Program: Expands emergency shelter/emergency housing assistance and provide supportive services for victims/survivors of crime with specialized needs (e.g. elderly, youth, men, disabled, LGBTQIA+, non-English speaking, culturally or religiously marginalized, etc.) who cannot be served through a traditional shelter. (Cal OES)	●	●			
Transitional Housing (XH): Provides victims/survivors of crime with transitional/short-term housing assistance and a range of supportive services, including follow-up services that move victims/survivors into permanent housing. (Cal OES)	●	●	●	●	

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Human Trafficking Victim Assistance (HV): Helps human trafficking victims/survivors (sex trafficking and labor trafficking) recover from the trauma they experienced and assist them with reintegrating into society through comprehensive safety and supportive services using a trauma-informed, culturally sensitive, victim/survivor-centered approach. (Cal OES)	●	●		●	
Native American Domestic Violence, and Sexual Assault (DS): Provides supportive services to Native American or Indigenous women and their children, who are victims/survivors of domestic violence and/or sexual assault. (Cal OES)	●	●		●	
Veterans Support to Self-Reliance Pilot: Provides a higher level of on-site supportive services for veterans aged 55+ with high-acuity and over who reside in permanent supportive housing (PSH) projects throughout California. (CalVet)			●	●	
Homeless and Housing Insecure Pilot Program: Provides colleges, in partnership with local housing service agencies, funding to provide housing navigation and placement services, academic support, and case management services to homeless students or those at risk of becoming homeless. (CCCCO)	●	●	●		
Rapid Rehousing & Housing Security Program: Provides rental assistance and services to students who are experiencing housing insecurity or homelessness. (CCCCO via CSU)	●	●	●	●	
Long Term Offender Reentry Recovery Program: Residential program that provides housing, meals, programming, supervision, and support services that focus on the needs of individuals that have served long sentences. (CDCR)		●	●	●	
Male Community Reentry Program (MCRP): Expands the number of community reentry programs, which connect participants transitioning from corrections settings to jobs and local resources within the community prior to release. (CDCR)		●	●	●	

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Helping Justice Involved Reenter Employment (HIRE): Integrates workforce and reentry services and to promote equity and create economic opportunity for formerly incarcerated and justice-involved individuals through partnerships with community-based organizations with demonstrated success in serving the reentry population. (CWDB)				●	
Breaking Barriers to Employment Initiative: Supplements 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. (CWDB)				●	
High Road Training Partnerships Resilient Workforce Fund Program: Funds training partnerships with high-road employers to directly increase the number of skilled workers from underserved populations in high-quality jobs in priority sectors. (CWDB)				●	
Prison to Employment (P2E) Initiative: Integrates workforce and reentry services in all of California's labor regions and promotes equity and creates economic opportunity for formerly incarcerated and justice-involved individuals. (CWDB)				●	
DOR Transition and Diversion Grant Program: Provide institutional transition and diversion services for people with disabilities, including for youth, individuals experiencing or at-risk of homelessness, and for those displaced by disasters. (DOR)	●			●	
Community Based Restoration (CBR) Program: Expands the number of residential treatment options to support community placement for individuals who have been deemed Incompetent to Stand Trial (IST) on felony charges. Provides 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. (DSH)		●	●	●	●

Plan Goals	Goal 1: Help more people leave unsheltered homelessness	Goal 2: Help more people move into housing	Goal 3: Ensure people do not become homeless again	Goal 4: Strengthen prevention through improved connections to health and social services	Goal 5: Create more housing
Conditional Release Program (CONREP): Implements additional residential treatment opportunities to support the safe transition of individuals from the state hospital to community treatment. (DSH)				●	
DSH Diversion Program: A collaboration between DSH and county governments to develop or expand diversion programs for individuals with serious mental illness who face felony charges and have been determined to be incompetent to stand trial, the program provides funding to counties to support community mental health treatment and other services for these individuals. (DSH)		●		●	
IST Solutions Infrastructure Program: Expands the availability of residential treatment and interim housing by up to 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. (DSH)					●

Five Action Areas

This Action Plan represents a commitment to action-oriented coordination across Council departments and agencies and deeper collaboration with public and private partners in communities. The following Action Areas summarize the major types of work that Council departments and agencies can do to prevent and end homelessness, in addition to the administration of the strategic investments listed above. Within each Action Area, is a list of actions each department and agency will implement to ensure these strategic investments are effective and that our systems work effectively. Each Action Area includes the relevant code citation and description of the authority held by Cal ICH in statute. Additionally, each Action Area has an associated equity framework that Council departments and agencies can use to address racial inequities in the design and implementation of their actions.

Action Area #1: **Increasing People's Access to Housing & Services**

Objective A. Expanding Housing and Services through Policy and Planning Initiatives

Objective B. Removing Barriers and Facilitating People's Access to Housing and Services

Objective C. Strengthening Local Systems for Connecting People to Housing & Services Opportunities

Action Area #2: **Coordinating & Streamlining State Programs**

Objective A. Strengthening Partnerships and Coordination Within and Across State Departments

Objective B. Aligning Health, Housing, and Homelessness Resources and Strategies

Objective C. Aligning Policies and Guidance for Implementation of State Programs

Action Area #3: **Engaging Partners & Communities**

Objective A. Seeking and Following the Guidance of People with Lived Experience

Objective B. Engaging and Partnering with Communities Disproportionately Impacted by Homelessness

Objective C. Collaboratively Communicating and Planning with Partners

Action Area #4: **Using Data Strategically**

Objective A. Expanding Integration of Data Across Programs and Systems

Objective B. Measuring Impact and Outcomes of State Strategies and Programs

Objective C. Performing Analyses to Drive Future Decision-Making

Action Area #5: **Advancing Best Practices & Quality**

Objective A. Advancing Housing First and Other Best Practices within Program Implementation

Objective B. Effectively Reaching Historically Marginalized Communities

Objective C. Exploring New Models and Innovations

Action Area #1
Increasing People's Access to Housing & Services

Actions in this Action Area focus on strategies for linking people to housing and/or services options, removing barriers, better aligning programs, and strengthening access to critical housing and services for people experiencing, exiting, or at-risk of homelessness. These actions drive progress toward the following Objectives:

- Objective A. Expanding Housing and Services through Policy and Planning Initiatives
- Objective B. Removing Barriers and Facilitating People's Access to Housing and Services
- Objective C. Strengthening Local Systems for Connecting People to Housing & Services Opportunities

Cal ICH Statutory Obligations

[Citations to be included.]

Equity Framework for Action Area #1
Equity-Based Decision Making
(Policy and Funding Interventions)

Equity-Based Decision Making emphasizes making decisions that actively address the disparities faced by historically marginalized communities and focuses on removing systemic barriers and ensuring everyone has fair access to opportunities and resources, leading to more just and inclusive outcomes. In implementing Actions to increase access to housing and services, the Council member departments and agencies are committed to embracing policies and practices that are aligned with an Equity-Based Decision-Making Framework, including:

- **Setting Racial Equity Goals:** Describing strategies to explicitly address racial inequities. *What current inequities exist and what are your strategies to address them?*

- **Maximizing Benefit and Minimizing Harm:** Outlining how the strategies will maximize benefit and minimize harm to those with lived experience and overrepresented communities such as those identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander.

- **Clarity and Accessibility:** Outlining how decision-making processes will be clear, transparent, and accessible. Identifying how assumptions, outcomes, and data will be shared with partners, particularly those with lived experience, and communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander.

- **Community Engagement:** Detailing how policy and funding will ensure communities disproportionately impacted by homelessness are involved in decision-making. *How will feedback loops be incorporated? How will you ensure that people with lived experience inform the process?*

- **Data and Analysis:** Explaining how data will inform decision-making, with an emphasis on race and other marginalized identities. *How will qualitative and quantitative data be used to ensure equity?*

- **Implementation and Accountability:** Outlining how accountability will be maintained. *What mechanisms will be in place to evaluate the success of the tool? How are we being accountable to communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander and other overrepresented communities?*

- **Communication:** Identifying how shifts in strategy, funding, and priorities will be communicated to partners, particularly those most impacted. *Who are the key partners, and how will you ensure they remain informed? How will transparency be maintained?*

Action Area #1, Objective A
Expanding Housing and Services through Policy and Planning Initiatives

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
1. Support the achievement of Statewide Housing Plan goals through the Regional Housing Needs Assessment, ensuring housing element compliance, and strengthen housing and homelessness accountability by providing technical assistance and, when necessary, enforcements through the Housing Accountability Unit.	HCD	BCSH	Goal 5: Create more housing
2. Co-lead Transportation and Housing Coordination Workgroup, to pursue opportunities to create more affordable and transit-oriented housing development.	BCSH with CalSTA		Goal 5: Create more housing; Goal 2: Help more people move into housing
3. Identify barriers to the production of Accessory Dwelling Units (ADUs). Assess opportunities for local, state, and federal action to deliver opportunities to increase housing production, including ADUs.	BCSH	HCD, CalHFA	Goal 5: Create more housing
4. Publicize the inventory and map of State-Owned Excess Sites. Provide technical assistance to developers and local government on utilizing public lands for affordable housing development.	HCD	BCSH	Goal 5: Create more housing

5. Expand utilization of Mainstream vouchers to meet the needs of non-elderly Californians with disabilities who are experiencing or at risk of homelessness.	BCSH, CalHHS, Cal ICH	HCD, DHCS, DOR, CDSS	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 3: Ensure people do not experience homelessness again
6. Provide institutional transition and diversion services for people with disabilities including youth, individuals who are homeless or at-risk of homelessness, and those displaced by disasters. Partner with State Independent Living Council.	DOR		Goal 4: Strengthen prevention through improved connections to health and social services
7. Continue the implementation of the NMS Counseling program as a prevention strategy to help keep people in their homes and provide greater opportunity for people to stay housed and explore other service options as the opportunity arises.	CalHFA		Goal 3: Ensure people do not experience homelessness again
8. Identify opportunities for expanding housing support for students who transfer between community colleges and other institutions of higher education.	CCCCO with CSU and UC	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing
9. Prioritize increased access to rental assistance resources within State's federal advocacy.	BCSH	CalHFA, HCD, CDSS	Goal 5: Create more housing; Goal 2: Help more people move into housing
10. Implement the Veterans Home master plans to continue providing care and services at eight state facilities across California.	CalVet		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3:

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
			Ensure people do not experience homelessness again
11. Deploy Encampment Coordinators throughout each of Caltrans's 12 district jurisdictions to help coordinate community partnerships and strengthen responses for people experiencing homelessness on the state right of way.	Caltrans		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
12. Utilize listening sessions, feedback opportunities, and formal Tribal consultation processes, as appropriate, to ensure intentional, structured engagement on guidelines for and implementation of CDSS Housing and Homelessness programs for federally recognized Tribes, Tribal organizations, consortia, and entities. Offer clear guidance on the Tribal waiver process to address regulatory or programmatic barriers specific to Tribal grantees, thereby enhancing program access and effectiveness.	CDSS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
13. Implement Transitional Rent to provide six months of transitional rent to eligible members making critical life transitions or meet high-risk population criteria.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services

Action Area #1, Objective B
Removing Barriers and Facilitating People's Access to Housing and Services

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action

14. Strengthen the alignment of the State's health care and housing responses to better serve people with complex care needs.	BCSH, CalHHS		Will impact all plan goals
15. Examine and modify CTCAC regulations to ensure funding incentives are appropriately designed for people experiencing homelessness.	CTCAC	Cal ICH, HCD, CalHFA	Goal 5: Create more housing
16. Strengthen connections to shelter, housing, and safety net programs for immigrants, including newcomer populations, through increased coordination of immigrant integration efforts. Include opportunities to expand services tailored to the needs of immigrants (e.g. legal services) and ensuring equitable access to services and resources.	CalHHS	BCSH, Cal ICH, CDSS, HCD, DHCS	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
17. Provide emergency housing assistance to CSU students who are experiencing temporary housing insecurity or homelessness.	CCCCO via CSU		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
18. Address housing needs of older adults and people with disabilities by streamlining access to information by advancing a No Wrong Door system approach, in support of Californians remaining in their own homes and communities.	CDA, DOR, CDSS, DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved

			connections to health and social services; Goal 3: Ensure people do not experience homelessness again
19. Facilitate connections across AAAs, CoCs, county staff, and Medi-Cal Managed Care Plans to align services for older adults who are at risk of or currently experiencing homelessness.	CDA		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
20. Improve access and connections to wrap-around services, including housing, for Returning Home Well participants transitioning from corrections who have higher needs for services.	CDCR	DHCS, DOR, Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
21. Support older adults transitioning to community living from incarceration or other secured settings, leveraging opportunities through CalAIM Enhanced Care Management, Community Supports, and other state programs.	DSH, CDCR	CDSS, DHCS	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again

22. Expand the Justice Involved Veteran Program by partnering with Federal entities to ensure Veterans released from the federal prison system are connected to CalVet and their community-based system of care.	CalVet	CDCR	Goal 2: Help more people move into housing
23. Explore opportunities created through CalAIM to increase continuity of care and access to community behavioral health resources after treatment in the Department of State Hospitals.	DSH	DHCS	Goal 4: Strengthen prevention through improved connections to health and social services
24. Pilot efforts to improve continuum of services for youth with disabilities to decrease justice involvement and to transition to independent living, education, and employment. Integrate innovative approaches across service delivery systems and initiatives.	DOR	CalHHS	Goal 4: Strengthen prevention through improved connections to health and social services
25. Establish referral processes to connect unsheltered supervised persons enrolled in Medi-Cal to housing services offered through CalAIM (e.g., Enhanced Care Management and Community Supports).	CDCR	DHCS	Goal 1: Help more people leave unsheltered homelessness; Goal 4: Strengthen prevention through improved connections to health and social services
26. Structure programs to focus on integrating employment support across the spectrum of housing interventions.	DOR		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again

27. Implement and monitor Basic Needs Centers and expand programming targeting students involved with the justice and/or foster care systems.	CCCCO		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
28. Work with Caltrans for targeted hires in High Road Construction Careers and their projects via a Project Labor Agreement and/or Community Work Agreements and prioritize reentry and homeless populations.	CWDB	Caltrans	Goal 4: Strengthen prevention through improved connections to health and social services
29. Explore options for funding LWDBs to enroll people staying in shelters, or accessing other homelessness services, into job training and education.	CWDB		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
30. Continue expanding the statewide CalFresh Restaurant Meals Program (RMP) to increase access to food for CalFresh Program participants experiencing homelessness.	CDSS		Goal 4: Strengthen prevention through improved connections to health and social services
31. Implement CalAIM to provide medically necessary recuperative care and/or short-term post-hospitalization placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 4: Strengthen prevention through improved connections to health and social services

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
32. Analyze opportunities for Proposition 1 and behavioral health modernization to be leveraged statewide and locally to improve access for older adults with behavioral health and housing needs.	CDA		Goal 4: Strengthen prevention through improved connections to health and social services
33. Educate housing agencies on the specific barriers to housing faced by families with children and unaccompanied homeless youth who are identified through the education system.	CDE	Cal ICH, BCSH, HCD	Goal 4: Strengthen prevention through improved connections to health and social services
34. Streamline support and warm handoffs between high school liaisons, youth, and their families for transition to higher education.	CDE	CCCCO	Goal 4: Strengthen prevention through improved connections to health and social services

Action Area #1, Objective C
Strengthening Local Systems for Connecting People to Housing & Services Opportunities

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
35. Support Proposition 1 and Behavioral Health Services Act (BHSA) implementation by collaborating across state departments and agencies, providing coordinated guidance, engaging partners, monitoring implementation and outcomes, and supporting coordination of health, behavioral health, and housing resources at the local level.	CalHHS, BCSH, CalVet	HCD, DHCS, CDPH	Will impact all plan goals
36. Provide training to state housing and homelessness partners on the eligibility, rights, and educational protections under the McKinney-Vento Act. Promote coordination and collaboration through the California Homeless Education Technical Assistance Centers (HETACs) implementing the McKinney-Vento Act to ensure services, coordination, and accountability at the local level for all Californians.	CDE	Cal ICH, BCSH, Cal OES, CDSS, CCCCO, CDPH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to

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			health and social services
37. Continue advancing Legal Service Program through the Area Agencies on Aging, providing services that include support for elder justice, fraud prevention, rental disputes, and others.	CDA		Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
38. Provide technical assistance to support connections between non-minor dependents, former foster youth, and county and community agencies to assist eligible youth and young adults experiencing homelessness or at risk of experiencing homelessness to access housing programs and Independent Living Programs which may lead to them obtaining permanent housing.	CDSS	HCD	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
39. Strengthen connections and referral pathways with CoCs to improve access to housing and services resources for people exiting from prison.	CDCR	Cal ICH	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
40. Promote programs and funding for CCCs, UCs and CSUs—including the rapid rehousing funding and emergency housing assistance funding—in order to leverage these programs across the institutions responsible for the health, safety, well-being, and academic success of enrolled students.	CCCCO with CSU and UC	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through

			improved connections to health and social services
41. Align CTCAC-funded projects with local homelessness response system referral processes in order to support tenants. Educate housing developers and operators regarding Coordinated Entry, Continuums of Care, Housing First, property management practices in PSH, and connections to services partnerships.	CTCAC	Cal ICH	Goal 2: Help more people move into housing
42. Connect CoCs across California with DOR employment services, as well as disability and aging network partners, to improve coordination of services for individuals with disabilities who experience homelessness.	DOR	Cal ICH	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again

Action Area #2
Coordinating & Streamlining State Programs

This Action Area focuses on better aligning state programs, definitions, reporting requirements, outcome expectations, guidance, technical assistance, and other processes. These actions drive progress toward the following Objectives:

- Objective A. Strengthening Partnerships and Coordination Within and Across State Departments

- Objective B. Aligning Health, Housing, and Homelessness Resources and Strategies

- Objective C. Aligning Policies and Guidance for Implementation of State Programs

Cal ICH Statutory Obligations

[Citations to be included.]

Equity Framework for Action Area #2
Collective Impact 3.0 for Racial Equity & Social Justice
(Systems Alignment Intervention)

The Collective Impact Model recognizes the complex nature of issues and creates a structured form of collaboration in which a network of key partners works to advance learning, aligning, and integrating actions to create system-level change and impact. It involves identifying a common agenda, creating shared measurements, mutually reinforcing activities, and engaging in continuous communication. Collective Impact 3.0 is an updated approach to tackling complex social issues by integrating a Racial Equity and Social Justice Lens that includes community members most impacted as essential partners central to co-designing solutions.

In implementing Actions to coordinate and streamline state programs, the Council member departments are committed to embracing policies and practices that are aligned with a Collective Impact approach for racial equity and social justice, including:

- **Grounding the Work in Data and Context**: Using disaggregated data to address disparities. *How are we ensuring that disaggregated data is consistently collected and analyzed to inform decisions? What strategies can we use to identify and address disparities in our community through the data we gather?*

- **Focusing on Systems Change**: Focusing structural, relational, and transformative changes to achieve equity. *What specific policies or structures need to shift to achieve more equitable outcomes? How can we align our collective work to address both short-term needs and long-term systemic changes?*

- **Shifting Power within Decision-Making**: Ensuring marginalized communities have a voice in decision-making. *What mechanisms are in place to ensure marginalized communities have a meaningful voice in decision-making? How can we assess and adjust the power dynamics within our decision-making to center equity more effectively?*

- **Listening to and Acting with the Community**: Engaging with those most affected by inequities, in particular those with lived experience, and communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander. *How can we ensure community members most affected by inequities are actively involved in shaping our strategies? What processes do we have in place to continually gather and act on feedback from marginalized communities?*

- **Building Equity Leadership and Accountability**: Developing diverse leadership that includes those with lived experience, and communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander, and hold collaborators accountable to equity goals. *How are we building diverse leadership within our collaborative, and what support do they need to succeed? What accountability measures can we implement to ensure that our equity goals are met and adapted over time?*

Action Area #2, Objective A
Strengthening Partnerships and Coordination Within and Across State Departments

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
1. Strengthen state-level communication and coordination between CDE's Homeless Education Program and Higher Education liaisons. Share technical assistance and training opportunities to ensure continuity of services for all eligible students experiencing homelessness, with a focus on unaccompanied youth and young parenting students.	CDE	CCCCO, CDPH	Goal 4: Strengthen prevention through improved connections to health and social services
2. Increase coordination across State programs and with County Welfare programs to ensure students are receiving the appropriate level of care and connections to resources from cradle to career.	CDE	CDSS, CDPH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
3. Promote programs and funding available to CCCs, UCs and CSUs, including rapid rehousing and emergency housing assistance funding. Successfully leverage these programs across institutions responsible for the health, safety, well-being, and academic success of enrolled students.	CCCCO		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing
4. Continue implementation of CalAIM Providing Access and Transforming Health Initiatives to	DHCS		Goal 4: Strengthen prevention through

			improved connections to health and social services
support statewide implementation of Enhanced Care Management and Community Supports. Implementation includes regional collaborative planning and implementation, direct funding to local entities to support delivery of services, virtual "marketplace" that offers technical support, and funding services to transition from Whole Person Care to managed care coverage under CalAIM.			
5. Strengthen collaborative efforts across state entities to prevent experiences of homelessness among people on parole supervision exiting Department of State Hospitals settings.	DSH	CDCR via Board of Parole Hearings	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing
6. Create partnerships with Local Workforce Development Areas and Jobs First Regions to provide employment and career training opportunities for Veterans.	CWDB	CalVet	Goal 4: Strengthen prevention through improved connections to health and social services
7. Strengthen internal coordination across teams to increase housing and homelessness resources provided to California's Tribal Communities.	CDPH		Will impact all plan goals
8. Convene the Priority Populations Task Force as a response to natural and man-made disasters, to coordinate state resources, identify and address unmet needs, and ensure comprehensive operational preparedness and response to those at greatest risk, including people who are unhoused.	Cal OES	CalHHS, BCSH, CDPH, CDSS, DHCS, Caltrans, Cal ICH, and others based on emergency	Goal 4: Strengthen prevention through improved connections to health and social services
9. Partner with FEMA Region IX in all facets of emergency management (planning, response, recovery, and mitigation). Coordinate with FEMA Liaison in the State Operations Center during disasters or emergencies and, during federally declared disasters, work with FEMA to facilitate federal response and recovery services.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services
10. Facilitate CARE Act working group to support implementation efforts to deliver mental health and substance use disorder services to the most severely impaired Californians, including people experiencing homelessness.	CalHHS	BCSH, DHCS	Goal 3: Help More People Leave Unsheltered; Homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to

			health and social services
11. Develop policies, procedures, and recommendations on how to effectively coordinate the work to prevent and end homelessness in California through the convening of quarterly Council and Advisory Committee meetings.	Cal ICH	All Council departments and agencies	Will impact all plan goals
12. Regularly collaborate with state partners to provide resources and guidance on their work to prevent and end homelessness. Develop Understanding of the barriers state partners face in implementing homelessness programs effectively and elevate to the Council.	Cal ICH		Will impact all plan goals
13. Develop and strengthen collaboration with state agencies and external businesses around their hiring, retention, and advancement of employment of people with disabilities with lived experience, including youth.	DOR		Goal 4: Strengthen prevention through improved connections to health and social services
14. Strengthen coordination across systems for people with disabilities who are institutionalized or are transitioning out of corrections settings. Ensure that services supporting reentry into the community include a focus on employment and independent living.	DOR, CDCR	CalHHS, DHCS, CDSS, DDS, Cal ICH	Goal 3: Ensure people do not experience homelessness again
15. Implement an advocacy plan for the Joint State Legislative Resolution of the federal Affordable Housing Tax Credit Improvement Act of 2023. Highlight the impact of federal housing programs and urge Congress to lower the 50% test to 25%.	CalHFA, CTCAC		Goal 5: Create more housing
16. Strengthen internal coordination with the Center for Family Health and other teams to prevent homelessness among families and youth.	CDPH		Will impact all plan goals
17. Create partnerships with State agencies to support "pre-entry" for justice-involved people to access employment and/or job training to find housing and mitigate a return to experiencing homelessness and recidivism.	CWDB	CDCR via CCJBH	Goal 4: Strengthen prevention through improved connections to health and social services
18. Strengthen mutual understanding between CDE and Higher Education local/regional partners. Focus on duties of the Local Liaison in McKinney Vento Act and in California Education Code as well as role of community college Basic Needs Centers and other services.	CDE	Cal ICH, CCCCO	Goal 4: Strengthen prevention through improved connections to health and social services

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
19. Provide training to state housing and homelessness partners on the eligibility, rights, and educational protections under McKinney-Vento Act. Promote coordination and collaboration through the California Homeless Education Technical Assistance Centers (HETACs) implementing the McKinney-Vento Act to ensure services, coordination, and accountability at the local level for all Californians.	CDE	Cal ICH, BCSH, Cal OES, CDSS, CCCCO, CDPH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services

Action Area #2, Objective B

Aligning Health, Housing, and Homelessness Resources and Strategies

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
20. Continue to collaborate with participating state and local partners to support CalAIM implementation to strengthen the connection between housing, health, and human services, while leveraging other federal, state, and local resources.	CalHHS, BCSH	DHCS, HCD, DOR, CDA, CDSS, Cal ICH	Will impact all plan goals
21. Better align State-funded housing projects with local Homelessness Response Systems and their referral processes to improve access for people exiting homelessness.	BCSH, CalHHS	HCD, DHCS, CDSS	Goal 2: Help more people move into housing
22. Embed DOR employment services into housing programs to stabilize people experiencing homelessness through secure employment and increased incomes.	DOR	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
23. Embed Independent Living Centers, Traumatic Brain Injury, Older Individuals Who Are Blind, and Assistive Technology programs and services into housing programs. Assist people who are unhoused with securing supports and	DOR	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into

			housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
24. Better align policies, practices, and funding 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.	BCSH	CalHFA, HCD, CTCAC and CDLAC	Goal 5: Create more housing
25. Create public-facing Technical Assistance documents that provide guidance to help navigate housing and health connections, including Behavioral Health Services Act resources.	BCHS, CalHHS	DHCS, HCD, CalVet	Goal 5: Create more housing; Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing

Action Area #2, Objective C

Aligning Policies and Guidance for Implementation of State Programs

Actions	*Lead Departments*	*Collaborating Departments*	*Plan Goals Impacted by Action*
26. Convene a working group, in alignment with AB 519 (Schiavo, chapter 742, statutes of 2023), to develop and report policy recommendations to implement a single consolidated application and coordinated review process for affordable housing resources.	CTCAC, HCD, CalHFA		Goal 5: Create more housing; Goal 2: Help more people move into housing
27. Implement Memorandum of Understanding, in compliance with AB 2006 (Berman, chapter 646, statutes of 2022), to facilitate the collaborative coordination and development of processes to streamline compliance monitoring for housing developments where two or more agencies are involved.	CalHFA, CTCAC, HCD		Goal 5: Create more housing
28. Coordinate across departments and agencies to identify useful education data about children, youth, and their families experiencing homelessness (i.e. graduation rates, career technical education pathways, graduation exemption regulations, etc.). Identify ways to utilize this information within homelessness	CDE	Cal ICH, BCSH, HCD, Cal OES	Will impact all plan goals

	services, such as defining "at risk" or placement within a vulnerability index.			
29.	Communicate and disseminate guidance to county offices of education, LEAs, and partnering agencies to strengthen support for students experiencing homelessness from local housing partners.	CDE	Cal ICH, BCSH, HCD	Goal 4: Strengthen prevention through improved connections to health and social services
30.	Raise awareness among AAA and ADRC partners of resources and supports available to older adults at-risk of or currently experiencing homelessness, including strategies for outreach, identification, and service connection.	CDA		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
31.	Develop collaborative workforce guidance, best practices, and potential training provider lists with DOR in support of people with disabilities.	CWDB	DOR	Goal 4: Strengthen prevention through improved connections to health and social services
32.	Connect housing services staff 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 and Medication for Opioid Use Disorder.	CDPH	Cal ICH	Goal 4: Strengthen prevention through improved connections to health and social services
33.	Align state funding and program elements such as definitions, timelines, and reporting requirements, across departments and agencies in order to reduce administrative burden on applicants.	Cal ICH via State Funding and Programs Working Group	All Council departments and agencies	Will impact all plan goals
34.	Assess and monitor compliance with California Housing First statute for state-funded programs among Council departments and agencies.	Cal ICH	All Council departments and agencies	Will impact all plan goals
35.	Develop resources with Council member departments and agencies to help foster partnerships and support coordination across systems of care at the local level.	Cal ICH	All Council departments and agencies	Will impact all plan goals

36. Maintain the Statewide Housing and Homelessness Calendar to serve as a resource for system partners to stay up to date with state department hosted webinars and meetings, technical assistance offerings, and trainings to increase coordination and information sharing of the state's activities.	Cal ICH	All Council departments and agencies	Will impact all plan goals
37. Develop and maintain a strategic funding guide and calendar of new or existing funding opportunities from departments and agencies administering state homelessness programs, in compliance with AB 799 (L. Rivas, Chapter 263, Statutes of 2024), to ensure eligible applicants are informed of available funding opportunities.	Cal ICH	All Council departments and agencies	Will impact all plan goals

Action Area #3
Engaging Partners & Communities

This Action Area focuses on actively engaging with local communities, Tribal partners, people with lived experiences of homelessness, housing and service provider organizations, and other partners, to seek feedback and guidance. These actions drive progress toward the following Objectives:

- Objective A. Seeking and Following the Guidance of People with Lived Experience
- Objective B. Engaging and Partnering with Communities Disproportionately Impacted by Homelessness
- Objective C. Collaboratively Communicating and Planning with Partners

Cal ICH Statutory Obligations

[Citations to be included.]

Equity Framework for Action Area #3
Equity-Centered Community Design
(Partner Engagement)

Equity-Centered Community Design is a framework that prioritizes the voices and experiences of marginalized communities in the partner engagement process. It ensures that those who are most impacted by decisions are leading and shaping the solutions, with a focus on dismantling systemic inequities. This approach fosters more inclusive, sustainable outcomes by addressing root causes rather than just symptoms.

In implementing Actions to engage partners and communities, the Council member departments are committed to embracing policies and practices that are aligned with Equity-Centered Community Design, including:

- **Designing with, not for:** Prioritizing co-design with marginalized communities, ensuring their lived experiences drive solutions. *How are we ensuring that community members most impacted by inequity are designing solutions alongside us? What structures are in place to make sure their input directly influences decision-making?*

- **Addressing root causes of inequity:** Focusing on systemic barriers rather than surface-level issues. *What systemic barriers are we targeting, and how are we addressing the underlying causes of those issues? How do we ensure our solutions challenge long-standing inequities rather than just treating symptoms?*

- **Acknowledging power dynamics:** Actively recognizing and shifting power imbalances within design processes of partner and community engagement. *What power dynamics exist in our team or process, and how are we actively shifting them to center marginalized voices? How are we redistributing decision-making authority to those impacted by the issues?*

- **Iterative learning:** Continuously learning and adapting designs based on feedback from impacted communities. *How can we establish feedback loops with the community to continuously improve our approach? What mechanisms do we have for adapting designs based on real-time input from affected populations?*

Action Area #3, Objective A

Seeking and Following the Guidance of People with Lived Experience

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
1. Provide adequate payment to individuals with lived experience when seeking their expertise and prevent any financial hardship that may result from changes in state-administered benefits.	BCSH, CalHHS	All Cal ICH Member Departments	Will impact all plan goals
2. Facilitate the Cal ICH Lived Experience Advisory Board (LEAB) to inform decisions of the Council and provide guidance to its member departments and agencies.	Cal ICH	All Cal ICH Member Departments	Will impact all plan goals
3. Document recommendations of the Disability and Aging Community Living Advisory Committee and elevate relevant recommendations for the next iteration of the Master Plan on Aging.	CDA, DOR		Will impact all plan goals
4. Facilitate linkages and technical assistance across AAAs, CoCs, Community Based Organizations, County and City staff, and Medi-Cal Managed Care Plans to align services for older adults who are at-risk of or currently experiencing homelessness.	CDA	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
5. Promote meaningful engagement of community college students within supports focused on preventing and ending their homelessness.	CCCCO		Will impact all plan goals
6. Continue initiatives that include the perspectives of persons with lived experience in DHCS programs.	DHCS		Goal 4: Strengthen prevention through improved connections to health and social services

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
7. Include individuals with lived experience in the implementation of the Behavioral Health Transformation (Proposition 1) via the Behavioral Health Transformation Implementation Workgroup, the Medi-Cal Advisory Committee, and other BHT partner opportunities.	DHCS		Goal 4: Strengthen prevention through improved connections to health and social services
8. Incorporate people with lived experiences of homelessness in decision making on policies and issues related to homelessness, housing, COVID-19, and health, including through facilitation of a CDPH Lived Experience Advisory Board.	CDPH		Will impact all plan goals
9. Ensure student voices are present within working groups and other bodies in order to provide recommendations and perspectives on how to prevent and end homelessness for children, youth, unaccompanied youth, and their families.	CDE	Cal ICH, BCSH, HCD	Will impact all plan goals

Action Area #3, Objective B
Engaging and Partnering with Communities Disproportionately Impacted by Homelessness

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
10. Engage with Tribal entities and new developers to ensure success of existing set asides, address community needs, and increase utilization.	CTCAC		Goal 5: Create more housing
11. Conduct Tribal consultations and roundtable discussions to identify opportunities to improve Tribal communities' access to programs.	CalHFA	BCSH, HCD, CTCAC	Goal 2: Help more people move into housing
12. Expand culturally competent outreach to ensure access to State-funded housing programs across racial, ethnic, gender, geographic, and affordability demographics, including with Tribal communities.	CalHFA	BCSH, HCD, CTCAC	Goal 2: Help more people move into housing
13. Complete implementation of the Behavioral Health Bridge Housing Program, which includes a People with Lived Experience panel that provides feedback and guidance as well as support to Tribal partners in their development of housing and related supports.	DHCS		Goal 5: Create more housing; Goal 1: Help more people leave unsheltered homelessness; Goal 4: Strengthen prevention through improved connections to health and social services
14. Continued implementation of PATH Collaborative Planning and Implementation initiative, which includes county and regional	DHCS		Goal 1: Help more people leave unsheltered

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
collaboratives of managed care plans, providers, CBOs, county agencies, hospitals, Tribal partners, and other stakeholders to address ECM and Community Supports implementation issues and promote ongoing readiness.			homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
15. Identify appropriate Tribal partners in each Caltrans District who can provide support to local services providers who meet unsheltered members of Tribal communities.	Caltrans		Goal 4: Strengthen prevention through improved connections to health and social services
16. Develop new relationships and partnerships with Tribal Nations to begin development of workforce training programs.	CWDB		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
17. Develop a Tribal advisory group with expertise on the needs of Tribal communities to create recommendations for addressing their specific needs in preventing and ending homelessness.	Cal ICH		Will impact all plan goals
18. Provide pre-application and other technical assistance and training opportunities, participate in listening or feedback sessions, and adapt program guidelines and guidance, to enhance access to State homelessness and housing programs and resources, and other support services, for federally recognized Tribes, Tribal organizations, Tribal consortium, and Tribal entities in California.	Cal ICH, HCD, CDSS		Will impact all plan goals

Action Area #3, Objective C
Collaboratively Communicating and Planning with Partners

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action

19. Coordinate with the US Department of Veterans Affairs programs to connect Veterans to benefits and implement VA homeless programs.	CalVet		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing: Help More People Move into permanent Housing from interim housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
20. Connect local, state, and federal initiatives regarding Veterans experiencing homelessness at events intended to coordinate resources for Veterans experiencing homelessness, such as Stand Downs.	CalVet		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
21. Implement strategies for local systems to streamline family services between COEs, LEAs, Charter Schools, and CoCs to ensure equitable access to housing options.	CDE	Cal ICH, BCSH, HCD, CDSS	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
22. Communicate Cal AIM opportunities to broader audiences and range of stakeholders, aiming to fulfill the vision for Cal AIM to become a critical solution to homelessness.	DHCS	CalHHS, BCSH, Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4:

			Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
23. Implement quality assurance strategies, including strengthening regular training, to implement Caltrans's Encampment Coordinators Reference Guide and Maintenance Policy Directive 1001R. Strengthen partnerships to respond to risks and needs of people in encampments on Caltrans-controlled property.	Caltrans	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
24. Work with partners to use available Caltrans property for temporary emergency shelter.	Caltrans	Cal ICH, HCD, BCSH	Goal 1: Help more people leave unsheltered homelessness
25. Strengthen efforts to provide advance notification to local housing service partners regarding encampment removal activities to coordinate outreach and additional services.	Caltrans	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
26. Optimize discharge planning in partnership with counties to allow for continuity of treatment when individuals are released from jail or referred to a Community, Assistance, Recovery, and Empowerment Program.	DSH	Cal ICH	Goal 4: Strengthen prevention through improved connections to health and social services
27. Coordinate service delivery by identifying best practices, training opportunities, and peer-to-peer connections between the Local Workforce Development Boards	CWDB	DOR, Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into

			housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
28. Support coordination between Local Health Jurisdictions and Continuums of Care and with State-funded homelessness programs. Implement opportunities to include Local Health Jurisdictions as eligible applicants within state funding programs.	CDPH	Cal ICH	Will impact all plan goals
29. Engage Emergency Operations Centers, local communities, and Tribal partners to include their unhoused populations into emergency operations plans.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services
30. Facilitate knowledge sharing between Continuums of Care and present best practices for HMIS data management and collection through HDIS Connect sessions.	Cal ICH		Will impact all plan goals
31. Facilitate opportunities for collaboration across local jurisdictions, Continuums of Care, and Tribal partners to expand knowledge of current initiatives and share successful strategies to improve statewide outcomes.	Cal ICH	All Council departments and agencies	Will impact all plan goals
32. Coordinate the Strategies, Tools, and Emergency Preparedness for Unsheltered Populations (STEP-UP) group in coordination with the Priority Populations Task Force to ensure inclusion of people experiencing homelessness in disaster response efforts. Support local jurisdictions in planning for future emergencies affecting people experiencing homelessness by developing a toolkit for leaders on the best practices and resources available for serving this population.	Cal ICH	CDSS, CDE, CDA, Caltrans, HCD, Cal OES, CDPH	Will impact all plan goals
33. Work with local partners to understand barriers to effective implementation of Housing First practices. Create guidance for state policymakers and provide best practices to help overcome those barriers.	Cal ICH	All Council departments and agencies	Will impact all plan goals
34. Support engagement and coordination with local systems of care for resource and funding connections. Strengthen local implementation of Coordinated Entry by working with state departments and agencies to include local educational agencies for eligibility in state-funded homelessness and housing programs.	CDE	Cal ICH, BCSH, HCD	Will impact all plan goals

Ensure compliance with federal law allowing for McKinney-Vento eligibility for these services.			

Action Area #4
Using Data Strategically

Actions in this Action Area focus on expanding and refining data analysis and data-sharing efforts at the state and local levels to deepen the state's understanding of homelessness in California and strengthen the implementation of State and local programs. These actions drive progress toward the following Objectives:

- Objective A. Expanding Integration of Data Across Programs and Systems
- Objective B. Measuring Impact and Outcomes of State Strategies and Programs
- Objective C. Performing Analyses to Drive Future Decision-Making

Cal ICH Statutory Obligations

[Citations to be included.]

Equity Framework for Action Area #4
Targeted Universalism
(Programmatic Interventions)

Targeted Universalism is an approach that sets universal goals for everyone while recognizing that different groups may need unique strategies to achieve those goals. It acknowledges that people start from different places due to systemic inequities and focuses on tailored solutions to ensure that everyone, especially marginalized communities, can reach the same positive outcomes.

In implementing actions to use data strategically, the Council member departments are committed to embracing policies and practices aligned with Targeted Universalism, including:

- **Setting a universal goal**: Establishing a goal that benefits everyone, focusing on shared outcomes for all communities. *What is the broad, universal outcome we are aiming to achieve for everyone? How are we ensuring the goal reflects the needs of all community members, including the most marginalized?*

- **Identifying specific barriers**: Analyzing and identifying the distinct barriers faced by marginalized groups in achieving the universal goal. *Which specific communities or groups are most disproportionately impacted by the issue? How are we using data to identify and understand the unique barriers faced by these groups?*

- **Developing targeted strategies**: Creating solutions tailored to address the specific challenges of each group while working toward the universal goal. *What tailored strategies are we developing to meet the needs of specific groups who face unique barriers? How do we ensure these strategies are informed by the lived experiences of the affected communities?*

- **Aligning with broader goals**: Ensuring that targeted interventions support the overall objective of equity for all. *How do we ensure that the targeted strategies we are implementing align with and contribute to our universal goal? How do we measure progress in both achieving the universal goal and addressing group-specific needs?*

- **Measuring group outcomes**: Tracking and evaluating progress for each group to adjust strategies as needed. *What mechanisms are in place to track and evaluate outcomes for*

Action Area #4, Objective A
Expanding Integration of Data Across Programs and Systems

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
1. Review VA and local databases with HDIS to compare data on veterans experiencing homelessness.	CalVet	Cal ICH	Will impact all goals
2. Combine HDIS and Health and Human Services data to understand connections between homelessness and health services, and to help monitor the goals of the Action Plan. Expand the number of participating departments.	BCSH, CalHHS, Cal ICH	All Council departments and agencies	Goal 4: Strengthen prevention through improved connections to health and social services
3. Use McKinney-Vento data to document and understand the experiences of homelessness for youth in California schools.	Cal ICH via Youth and Young Adults Working Group	CDE, CCCCO	Will impact all plan goals
4. Provide technical assistance to state-funded programs addressing homelessness and their grantees that are required to comply with AB 977 (Gabriel, Chapter 397, Statutes of 2021) HMIS data entry requirements. Update AB 977 Data Summaries Dashboards so that state departments have insight into program trends and outcomes.	Cal ICH	HCD, CDSS, CCCCO, CalVet, DHCS, and others as identified based on statute	Will impact all plan goals
5. Align Independent Living Center definitions within HDIS for people that are at risk of or currently experiencing homelessness.	DOR		Goal 4: Strengthen prevention through improved connections to health and social services
6. Streamline data sharing with Council member departments and agencies by establishing policies and procedures.	Cal ICH		Will impact all plan goals
7. Include education data on youth identified as homeless in state reports and data collection efforts related to homelessness. This will help provide a broader picture of youth homelessness than what is currently included in PIT counts and other reporting.	CDE	Cal ICH	Will impact all plan goals

Action Area #4, Objective B
Measuring Impact and Outcomes of State Strategies and Programs

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action

8. Analyze and report on outcomes from Tribal and BIPOC developer set-aside programs, as well as other efforts to provide housing opportunities for extremely low-income households.	CTCAC		Goal 5: Create more housing
9. Analyze time between funding approval and occupancy dates for CalHFA projects. Identify barriers to project completion.	CalHFA		Goal 5: Create more housing
10. Share findings, insights, and lessons learned from Project Roomkey, Home Safe, and Bringing Families Home evaluations to inform and strengthen local homelessness response efforts.	CDSS		Will impact all plan goals
11. Track and analyze trends in enrollment data for individuals experiencing homelessness within the Enhanced Care Management Program.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
12. Track and analyze trends in uptake data for individuals experiencing homelessness within Community Supports.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
13. Conduct an annual statewide encampment survey and assess effectiveness of strategies used to address encampments on Caltrans property.	Caltrans		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4:

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
			Strengthen prevention through improved connections to health and social services
14. Evaluate Diversion and Community -Based Restoration program outcomes, ensure collection of client and service-level data, and find opportunities to link HDIS and DSH data to evaluate programs.	DSH	Cal ICH	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
15. Track and report California Workforce Development Board program data for people experiencing homelessness, including participants served, career services provided, credentials received, and successful employment placements. Gather regional data on training and employment using input from the Jobs First High Road Training Collaborative.	CWDB		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
16. Collect fiscal and outcome data from state departments and agencies administering state homelessness programs identified in an AB 799 (L. Rivas, Chapter 263, Statutes of 2024), beginning in Fiscal Year 2025-26, and make the data publicly available annually starting in 2027.	Cal ICH	Council departments and agencies as identified in statute	Will impact all plan goals
17. Manage quarterly data uploads and implement improvements to increase HDIS data quality and accuracy, including by providing tools, trainings, and technical assistance for Continuums of Care.	Cal ICH		Will impact all plan goals

Action Area #4, Objective C
Performing Analyses to Drive Future Decision-Making

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
18. Analyze spending from California's housing finance programs to assess impact and benefits to older adults and people with disabilities and the extent to which the programs have benefitted this population.	BCSH	Cal ICH, HCD, CalHFA, CTCAC	Goal 5: Create more housing; Goal 2: Help more people move into housing

19. Analyze existing data from all relevant CDCR programs and identify data- sharing opportunities to understand who is at risk of experiencing homelessness among people preparing to exit prison. Partner with Continuums of Care to begin planning efforts to address the needs of people pre-release and those under community supervision.	CDCR	Cal ICH	Will impact all plan goals
20. Use the findings from the non Medi-Cal Home and Community Based Services Gap Analysis to understand the supply of affordable housing for older adults and people with disabilities, elevate the needs of underrepresented populations, and identify services in underserved areas.	CDA	DHCS, CDSS, DOR, CalVet	Goal 4: Strengthen prevention through improved connections to health and social services
21. Continue building upon the Data Dashboard for Aging by expanding research and data functions and including housing and homelessness.	CDA	DOR	Will impact all plan goals
22. Analyze higher education programs, including Basic Needs Centers data to find gaps in meeting the needs of students at risk of or experiencing homelessness, and identify inequities in service provision and outcomes.	CCCCO		Will impact all plan goals
23. Implementation of Population Health Management Service to develop better data-driven approaches and better understand risk for individuals experiencing homelessness.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
24. Analyze mortality data for people experiencing homelessness, specifically focusing on deaths caused by climate-related factors.	CDPH		Goal 4: Strengthen prevention through improved connections to health and social services
25. Collect and analyze data on indoor air quality conditions at congregate shelters to identify any environmental health risks.	CDPH		Goal 4: Strengthen prevention through improved connections to health and social services

26.	Analyze data and create a dashboard to increase the availability of health data about people experiencing homelessness, including information about population, mortality, and housing instability among California's birthing population.	CDPH	Cal ICH	Will impact all plan goals
27.	Use Geographic Information System, social vulnerability index, and other data sources to understand the impact of disasters on vulnerable communities, including people experiencing homelessness.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services
28.	Analyze homelessness trends, gaps, and challenges across local areas to inform statewide efforts and identify specific areas of focus for the development of resources to support local systems of care.	Cal ICH		Will impact all plan goals
29.	Develop measures and goals for state-funded homelessness programs to end homelessness among unaccompanied youth, survivors of domestic violence and their children, and unaccompanied women in alignment with SB 914 (Rubio, Chapter 665, Statutes of 2022) and SB 918 (Wiener, Chapter 841, Statutes of 2018). Improve coordination between the homelessness response system, youth service providers, Victim Service Providers, and those populations experiencing homelessness.	Cal ICH		Will impact all plan goals
30.	Improve and enhance data tools to increase public understanding of homelessness services in California through expansion of the HDIS dashboards and open data portal, development of targeted support for Continuums of Care, and publishing of new CA System Performance Measure dashboards for CoCs.	Cal ICH		Will impact all plan goals
31.	Track and measure families and youth under 18 experiencing homelessness, including population level surveillance and CDPH service provision	CDPH		Goal 4: Strengthen prevention through improved connections to health and social services
32.	Develop a data-based methodology for better identifying households at risk of experiencing homelessness. Measure those at risk of experiencing homelessness within specific social safety net programs (e.g. Medi-Cal, CalWORKs, etc.) to understand how those programs contribute to prevention of homelessness.	BCSH, CalHHS		Goal 4: Strengthen prevention through improved connections to health and social services

Action Area #5
Advancing Best Practices & Quality

Actions in this Action Area focus on providing tools, guidance, training, and technical assistance to state and local partners, highlighting innovative and effective work to help ensure the quality of state-funded programs and services and to support housing and services providers in implementing best practices within their programs. These actions drive progress toward the following Objectives:

- Objective A. Advancing Housing First and Other Best Practices within Program Implementation
- Objective B. Effectively Reaching Historically Marginalized Communities
- Objective C. Exploring New Models and Innovations

Cal ICH Statutory Obligations

[Citations to be included.]

Equity Framework for Action Area #5
Continuous Quality Improvement
(Person-Centered Input Processes)

The Continuous Quality Improvement method helps organizations test and refine changes before fully implementing them. It involves planning a change, trying it on a small scale, studying the results, and acting on what is learned to make adjustments. This cycle promotes ongoing learning and improvement to achieve better outcomes over time.

In implementing Actions to advance best practices and quality, the Council member departments are committed to embracing policies and practices that are aligned with Continuous Quality Improvement approaches, including:

- **Planning**: Identifying racial inequities and setting specific equity goals using data and community input. *How are we using data to identify racial disparities, and what specific equity goals have we set? How are marginalized communities involved in the planning process to ensure their needs are addressed, particularly those with lived experience, and* communities identifying as Black or African American, Native American or Indigenous, and Native Hawaiian or Pacific Islander?

- **Doing**: Implementing equity-focused interventions with a focus on marginalized groups. *What steps are we taking to implement targeted interventions for marginalized groups? How are we ensuring our actions directly address the specific barriers faced by these communities?*

- **Studying**: Analyzing data and feedback to assess the effectiveness of interventions in addressing racial disparities. *What metrics or indicators are we using to assess the impact of our interventions on racial disparities? How are we gathering feedback from the affected communities to evaluate the effectiveness of our efforts?*

- **Acting**: Refining strategies based on findings, scaling successful approaches, and making necessary adjustments to improve racial equity outcomes. *Based on the data and feedback,*

Action Area #5, Objective A
Advancing Housing First and Other Best Practices within Program Implementation

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
1. Embed statutory Housing First requirements into CDCR recovery housing contract requirements, in order to provide participants with meaningful choices and minimize exits to homelessness. Report out on outcomes from participants in specified programs.	CDCR	Cal ICH	Goal 2: Help more people move into housing; Goal 3: Ensure people do not experience homelessness again
2. Continue to develop and deploy Housing First training to sites funded by the Veterans Housing and Homelessness Prevention Program.	CalVet	Cal ICH, HCD	Goal 2: Help more people move into housing; Goal 3: Ensure people do not experience homelessness again. Ensure People Do Not Become Homeless Again
3. Continue strategic communications to inform the public about the causes of homelessness, effective solutions, the state's approach, and relevant programs.	BCSH	Cal ICH	Will impact all plan goals
4. Identify best practices to increase access to state-funded homelessness programs and services.	Cal ICH	All Council departments and agencies	Will impact all plan goals
5. Continue to develop and distribute best practices to districts, charter schools, and county offices of education, on the implementation of legislative changes, including best practices in serving McKinney-Vento children, youth, and families.	CDE	Cal ICH, BCSH, HCD	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
6. Support the implementation of the McKinney-Vento Act to ensure that the federal rights of students experiencing homelessness are upheld throughout California. Engage with state-level partners for alignment and understanding.	CDE, Cal ICH	BCSH, HCD	Will impact all plan goals

7. Continue to convene the California Higher Education Basic Needs Alliance intersegmental workgroup and annual Summit, with an emphasis on promoting best practices to coordinate with local homelessness response systems.	CCCCO	Cal ICH	Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
8. Maximize the impact of the Homeless and Housing Insecurity Program funding through ongoing, data-driven programmatic improvements and by encouraging collaboration with the network of Basic Needs Centers for students on campuses.	CCCCO	DHCS, CDSS, HCD	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
9. Advance best practices and lessons learned identified through experiences delivering CalAIM Enhanced Care Management and Community Supports to members experiencing or at risk of homelessness.	DHCS		Goal 1: Help more people leave unsheltered homelessness; Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again
10. Expand current educational, training, and technical assistance opportunities for local partners to address the housing and treatment needs of people in pre-trial mental health diversion or Community- Based Restoration (CBR) programs. Support local partners' planning for transitioning diversion or transitioning CBR clients to long-term/permanent housing and treatment.	DSH	Cal ICH, CDCR via CCJBH	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
11. Strengthen the Public Health Administrative Manual to promote and provide guidance for recruiting, hiring, and retaining individuals with lived experience. Add equity, trauma-informed,	CDPH		Will impact all plan goals

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
and healing-centered engagement to grant requirements.			
12. Finalize and distribute recommendations for water, sanitation, and hygiene services for people experiencing unsheltered homelessness. Ensure local health jurisdictions are aware of and understand the recommendations.	CDPH		Goal 4: Strengthen prevention through improved connections to health and social services
13. Develop and distribute resources and guidance in partnership with the Cal ICH LEAB for local, state, and Tribal partners to support effective homelessness program development and implementation.	Cal ICH via LEAB	CDPH via LEAB	Will impact all plan goals
14. Provide guidance on best practices for serving people with disabilities within state-funded homeless services and programs to improve cultural competency and capacity.	DOR	Cal ICH	Will impact all plan goals

Action Area #5, Objective B
Effectively Reaching Historically Marginalized Communities

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
15. Expand technical assistance and guidance to include the use of equity frameworks that analyze racial inequities and other disparities. Prioritize training and resources to support equitable access to services, and resources for marginalized communities.	Cal ICH	All Council departments and agencies	Will impact all plan goals
16. Support communities in responding to climate change by working on projects such as developing public health strategies in partnership with the Center for Preparedness that are inclusive of the needs of people experiencing homelessness, improving air quality in congregate shelter, and responding to extreme weather.	CDPH		Goal 4: Strengthen prevention through improved connections to health and social services
17. Update the Listos California Disaster Guide for People Experiencing Homelessness. Provide disaster coordination resources and tools to support and encourage local communities to address the needs of people experiencing homelessness before, during, and after disasters. Disseminate these resources to subrecipients, local CBOs, Continuums of Care, and Tribal entities through technical assistance and training opportunities.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services

18. Utilize the State Funding and Programs Working Group to develop recommendations on how state partners can better coordinate and streamline state-funded housing and homelessness programs. Provide recommendations to the Council, Advisory Committee, and LEAB for their review and adoption.	Cal ICH via State Funding and Programs Working Group	Will impact all plan goals	Will impact all plan goals
19. Utilize the Racial Equity Working Group to develop recommendations on how state partners should design, implement, and assess programs in order to address racial inequities present within the homelessness response system. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Racial Equity Working Group	Will impact all plan goals	Will impact all plan goals
20. Utilize the Youth and Young Adults Working Group to develop recommendations on how state partners should design, implement, and assess programs in order to address the specific needs of youth and young adults experiencing homelessness. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Youth and Young Adults Working Group	Will impact all plan goals	Will impact all plan goals
21. Utilize the Re-Entry/Transitions Working Group to develop recommendations on how state partners should design, implement, and assess programs to address the housing needs of people exiting incarceration. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Re-Entry/Transitions Working Group	Will impact all plan goals	Will impact all plan goals
22. Utilize the Tribal advisory group to develop recommendations on how state partners should design, implement, and assess programs to address the specific needs of people experiencing homelessness in Tribal communities. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Tribal advisory group	Will impact all plan goals	Will impact all plan goals
23. Identify and implement models that integrate person-centered employment and independent living services into programs serving people who are experiencing homelessness.	DOR		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services; Goal 3: Ensure people do not experience homelessness again

Action Area #5, Objective C
Exploring New Models and Innovations

Actions	Lead Departments	Collaborating Departments	Plan Goals Impacted by Action
24. Implement the Veterans Support of Self-Reliance pilot program to identify and evaluate approaches that help aging, highly vulnerable veterans with a history of homelessness who are residing in permanent supportive housing. The goal is to support veterans to thrive within community-based housing with appropriate services and supports.	CalVet		Goal 4: Strengthen prevention through improved connections to health and social services. Improve Connections to Health and Social Services; Goal 3: Ensure people do not experience homelessness again. Ensure People Do Not Become Homeless Again
25. Collaborate with LEAs and state-level educational partners to identify needs of students experiencing homelessness as the result of natural disasters and/or other emergencies, and develop strategies, resources, and tools to address those needs.	CDE	Cal ICH, Cal OES	Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved connections to health and social services
26. Explore shared housing, shallow rental subsidies, and other models that provide housing options for older adults who are insecurely housed or at risk of homelessness.	CDA	HCD	Goal 2: Help more people move into housing
27. Analyze various housing models and identify successful models that could be adapted for students at-risk of or experiencing homelessness.	CCCCO	Cal ICH	Goal 2: Help more people move into housing
28. Develop policies to incorporate employment centers into state-funded housing programs, including both interim and permanent housing.	CWDB	Cal ICH	Goal 4: Strengthen prevention through improved connections to health and social services

Implementation Plan

Implementation Plan

Over the three-year timeframe of this Action Plan, Cal ICH and Council member departments and agencies will ensure its effective implementation and long-term impact through activities that will focus on:

- Regular and Transparent Performance Measurement
- Focus on Addressing Inequities
- Coordination Across Council Departments and Agencies

- Collaboration with External Partners
- Public Education and Awareness
- Refining the Plan for the Future

Regular and Transparent Performance Measurement	• To understand the progress made in the pursuit of the Action Plan's vision, Cal ICH staff will provide annual reports on outcomes related to each of the Plan's five goals. • Cal ICH staff will update the data for each goal and assess our progress toward our targets as well as possible supplementary measures relevant to each goal. This includes disaggregating the goal data by race and other demographic factors to understand how inequities are being addressed within the state's efforts. • Council departments and agencies will work with Cal ICH to ensure that they and their grantees are providing data on the metrics necessary for measuring the impact of each of their strategic investments on the achievement of this Plan's goals. • The Cal ICH Racial Equity Working Group will also report on the use of the Plan's racial equity frameworks and the progress made through their implementation across multiple state programs or initiatives. These reports will be made public and enable the Council and other key partners to make data-informed decisions about how to meet our vision to prevent and end homelessness.
Analyzing and Addressing Inequities	• Council member departments and agencies will ensure their programs are designed and implemented to address inequities. • To support those efforts, the Cal ICH Racial Equity Working Group has identified Racial Equity Frameworks that are paired with each Action Area. This Working Group will provide technical assistance to Council departments and agencies in using these frameworks to ensure that equity is embedded across all elements of the implementation of this Plan. • Similarly, the Cal ICH LEAB will continue to offer guidance and advice to Council partners in order to provide the perspectives of people who have or are currently experiencing homelessness in the early stages of their program design.

Coordination Across Council Departments and Agencies	• Cal ICH staff have developed and will continue to implement methods for regular collaboration with partners at each of our Council member departments and agencies. • In order to ensure the commitments in the Action Plan are met, Cal ICH staff will use these close partnerships to follow up on successes achieved and challenges faced in the implementation of the Plan's actions, and help address those challenges where possible. • Cal ICH staff will connect departments and agencies doing overlapping or parallel work in order to strengthen coordination and impact. • The Council will utilize time at its meetings for updates on Action Plan implementation and information or training related to the work identified in the Plan.
Collaboration with External Partners	• The Council intends for this Action Plan to also be used as a roadmap for preventing and ending homelessness by other policy makers, funders, planners, and leaders across the state. The publication of this plan can encourage our partners in these sectors to understand how they can contribute to supporting the state in meeting its vision and goals. • Cal ICH staff will act as cross-system facilitators in connecting local leaders and partners so that they can work more effectively together. • Council member departments and agencies will reach out to the State Legislature, state-level advocacy partners, as well as local and Tribal jurisdictions to provide them with detailed information about how the plan can be useful in their ongoing homelessness efforts.
Public Education and Awareness	• Cal ICH and its member departments and agencies will communicate broadly about the publication of the new Action Plan. • Council member departments and agencies will use newsletters, social media, and other regular forums to discuss the key elements of the new plan. State staff will also attend relevant conferences and speaking engagements to share this information and get feedback from partners on how to most effectively achieve the vision and goals of this plan. • Member departments and agencies will follow up with local partner groups and grantees to ensure they are informed of the work committed to in the plan. • Additionally, Cal ICH staff will ensure the accessibility and utility of this plan's information by publishing it on the Cal ICH website in a format that allows members of the public to filter for the information relevant to their interests. Examples may include: o A data dashboard for the plan goals that allows users to disaggregate baseline data by various demographic factors or locations.

	o A strategic funding guide that provides supplementary information about investments such as the populations they serve and their eligible uses. o A database of all plan actions that can be sorted by specific departments or agencies or what subpopulations they are geared toward.
Refining the Plan for the Future	• During the third year of Plan implementation, the Council will conduct a comprehensive review of progress and performance. The review will inform planning processes to develop an updated or new plan to continue strengthening and advancing the state's efforts to prevent and end homelessness.

Appendices

Appendix A:
The California Interagency Council on Homelessness

History and Mission

The California Interagency Council on Homelessness (Cal ICH) was created by **SB 1380** (Mitchell, Chapter 847, Statutes of 2016) in 2017 as the Homeless Coordinating and Financing Council to oversee the implementation of Housing First policies, guidelines, and regulations aimed at reducing duration of homelessness in California.

In 2021, Governor Newsom signed **AB 1220** (L. Rivas, Chapter 398, Statutes of 2021) into law, which renamed and restructured the Council to continue California's forward momentum toward the state's broader vision for enhanced statewide leadership and coordination in its response to the homelessness crisis. As the state's leading entity to addressing homelessness, the Council's mission is to develop policies and identify resources, benefits, and services to prevent and work toward ending homelessness in California.

Roles and Statutory Goals

Activities identified within this Action Plan are designed to fulfill Cal ICH's role in coordinating state efforts to prevent and end homelessness in California and to achieve 19 statutory goals, including five youth-related goals identified through SB 918 (Wiener, Chapter 841, Statutes of 2018). These statutory goals are pursued through both the Interagency Council and a team of Cal ICH staff within the Business, Consumer Services and Housing Agency.

The Council

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 departments and agencies, one community leader appointed by the Speaker of the Assembly, and one community leader appointed by the Senate Rules Committee.

The Council meets quarterly and guides and directs the implementation of this Action Plan. Council members are responsible for mobilizing actions and accountability across their departments and agencies in support of the Action Plan's implementation.

Cal ICH staff

The team of staff at Cal ICH is responsible for monitoring the implementation of this Action Plan and for working with senior staff across Council member departments and agencies to ensure that the Activities committed to in this Plan are implemented and well-coordinated; and reports to the Council on the progress of the Plan's implementation and its achievement of the Plan's five goals.

The team of Cal ICH staff also oversee and implement:

- The development and ongoing management of the Homeless Data Integration System (HDIS) and provide analyses and assessment activities,

- Coordination of Interagency Council activities across Council departments and agencies to ensure alignment with policy priorities and best practices.

- Partnerships with 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.

Appendix B
Advisory and Implementation Groups to Drive Progress

The implementation of this Action Plan will be supported through additional advisory and implementation groups convened by Cal ICH. Each of these groups works in coordination with each other and are crucial in guiding and assessing the implementation of the Action Plan.

Lived Experience Advisory Board

Cal ICH formed a Lived Experience Advisory Board (LEAB) to inform a broad range of work conducted by Cal ICH and other department staff. In some instances, the LEAB may help inform the Council on its priorities and actions. One of Cal ICH's guiding principles is to ensure decisions are deeply informed and guided by people with lived experiences of homelessness. This ensures that systems, programs, and policies are influenced by those with firsthand knowledge of homelessness systems. By collaborating with policymakers and service providers, LEAB members help identify both challenges and effective solutions within the homelessness response system.

The LEAB is comprised of members representing diverse populations including race, ethnicity, gender, age, and other demographic characteristics representative of the diverse populations of individuals experiencing homelessness in California. Members began onboarding and held their first meeting in Fall 2023. Members meet monthly and receive reimbursement for their participation.

LEAB members meet with staff from Cal ICH and other Council departments and agencies to provide thought partnership on a variety of policies and programs. They serve as a resource for questions from Council partners on policy design and implementation as well as move forward with their own priorities that guide their work and advocacy efforts. Priorities are regularly identified by LEAB members, and Cal ICH staff help identify projects for them to take on within those priorities. Their current priorities are as follows:

1. **Work to End Criminalization of People Experiencing Homelessness**: Advocate against laws and practices that penalize individuals experiencing homelessness.
2. **Promote a Focus on Prevention**: Emphasize strategies that prevent homelessness before it occurs.
3. **Advocate for More Affordable, Permanent, Supportive, and Sustainable Housing**: Push for increased availability of long-term, affordable housing options with supportive services.
4. **Center Lived Experience/Expertise in Decision Making**: Ensure that individuals with lived experience are integral to the decision-making processes at all levels.

The LEAB's priorities serve to highlight the issues members view as most urgent for the Council and other system leaders to address, guide the LEAB in accepting project requests that align with their priorities, and develop LEAB-driven initiatives.

Advisory Committee

The work of the Council is bolstered by the formation of an Advisory Committee, which helps advise the Council to ensure its work is effective and well-informed by experts on homelessness across a variety of sectors. AB 1220 (L. Rivas, Chapter 398, Statutes of 2021), modified by SB 1421 (Jones, Chapter 671, Statutes of 2022), called for the creation of an Advisory Committee as follows:

The Council shall regularly seek guidance from and, at least twice a year, meet with an Advisory Committee. The Co-Chairs of the Council shall appoint members to this Advisory Committee, ensuring it reflects 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 United States Department of Housing and Urban Development's Continuum of Care Program.
- Partners 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.
- A current or formerly homeless youth who lives in California.
- A current or formerly homeless person with a developmental disability.

The Advisory Committee meets quarterly and provides guidance and feedback on topics to be discussed by the Council. The Committee's feedback and recommendations are brought to the Council for consideration, with Cal ICH staff helping identify strategies the Council and its partners can use to move recommendations forward.

The Cal ICH Co-Chairs have appointed members to this committee with a diverse set of expertise on policies related to homelessness, including lived experience. The Cal ICH Advisory Committee Members webpage contains an updated list of member photos and biographical statements.

Interagency Working Groups

The original Action Plan, adopted in March 2021, identified the need for interagency Working Groups to provide recommendations to the Council on how to address specific issues related to homelessness. These Working Groups bring together staff from a variety of Council departments and agencies, alongside community members with relevant knowledge, to dig into the Council's priority areas and identify ways the Council can make progress on these priorities. Each Working Group is aligned with priorities identified by stakeholders and partners during the development of the Action Plan. Some may be time-limited, while others may be sustained for longer terms or on an ongoing basis.

The Working Groups develop priorities, implementation plans, and measures to assess the implementation and impact of their efforts. Working Groups regularly report on their efforts and progress through the quarterly Council meetings. Each Working Group is charged with addressing racial inequities and with tailoring solutions and strategies for different populations of people experiencing homelessness. Working Group membership is designed to include a diverse set of expertise on the specific topic to be addressed.

Listed below are the Working Groups that have been convened so far, with summaries of their priorities and group membership.

State Funding and Programs Working Group

Comprised of State staff only, this Working Group was formed in 2021 and has prioritized:

- **Racial Equity**: Ensuring financial resources, TA, and guidance effectively reaches marginalized communities.

- **Cross-System Coordination**: Creating greater alignment and consistency across state funding programs.
- **Lived Experience**: Providing guidance on the uses, targeting and deployment of State funding.
- **Performance Measurement:** Setting performance measurement targets for the scale of impact of state funding programs.
- **Disability and Aging Equity**: Ensuring financial resources, TA, and guidance effectively reaches marginalized communities.
- **Tribal Engagement**: Increasing access to state programs, funding, and assistance for Tribal communities.

Current participating departments include:
Cal ICH, HCD, CDSS, DHCS, Cal OES, CDPH, CDCR, CCCCO, CDE, CDA, CalHFA, DSH, CalVet, Caltrans, DOR, and other Cal ICH member departments as needed.

Racial Equity Working Group
Including both State staff and community partners, this Working Group was formed in 2022 with a mission to develop inclusive, culturally responsive, and equity-driven solutions to prevent and end homelessness in California. Initial Working Group priorities include, but are not limited to:
- 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 communities identifying as Black or African American, Native American or Indigenous, Native Hawaiian or Pacific Islander, Hispanic/Latinx, Asian Americans, and other persons of color.
- Refining procurement processes to ensure more equitable distribution of funds and reach into historically marginalized communities, including Tribal communities.
- Engaging with State agencies' offices of equity and the Department of Fair Employment and Housing more fully.
- Providing guidance to support communities in not implementing inequitable policies and practices, including criminalization measures and enforcement activities.
- Other strategies and activities to address inequities in homelessness and housing instability determined by the Working Group.

Additionally, the Racial Equity Working Group has designed a Racial Equity Implementation Hub to assist Council member departments and agencies in their work to center racial equity in the design and implementation of homelessness policies and programs. See below for more detail on the Racial Equity Implementation Hub.

Current participating departments include:
Cal ICH, HCD, CDSS, CDCR, Cal OES, DHCS, CDPH, DOR, and CalVet, alongside a number of community members with expertise on homelessness and racial equity.

Youth and Young Adults Working Group
Including both State staff and community partners, this Working Group was formed in 2024 with a mission to bring together key youth and young adult partners from across the state to support statewide strategies to prevent and end homelessness by centering the lens and unique needs of youth and young adults in California. Initial Working Group priorities include, but are not limited to:

- 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 education and other systems.
- Other priorities determined by the Working Group members.

Current participating departments include:
Cal ICH, CDE, CDSS, HCD, Cal OES, CCCCO, and DOR, alongside a number of community members with expertise on youth and young adult homelessness.

Transitions and Re-Entry Working Group
Including both State staff and community partners, this Working Group is planned to be formed in 2025, with a mission of bringing together key partners from across the state to identify the major barriers to accessing housing for people leaving incarceration or under community supervision and provide recommendations on how to reduce homelessness among this population. Initial Working Group priorities may include, but are not limited to:
- Expanding the range of strategies and activities being implemented by State agencies serving individuals transitioning back into communities from institutional and corrections settings.
- Analyzing data and reporting across State programs to assess equity in access, housing interventions, services, and outcomes for individuals transitioning back into communities from institutional and corrections settings.
- Disaggregating data on communities identifying as Black or African American, Native American or Indigenous, Native Hawaiian or Pacific Islander, Hispanic/Latinx, Asian Americans, and other persons of color; people with disabilities; and lesbian, gay, bisexual, transgender, queer, intersex, two-spirit individuals.
- Providing guidance to support communities, agencies, and organizations in implementing equitable policies and practices.
- Other strategies and activities determined by the Working Group.

Participating departments to include:
Cal ICH, CDCR, Caltrans, CDSS, HCD, DHCS, DOR, CWDB, and CDA, alongside a number of community members with expertise on homelessness among people leaving incarceration.

Racial Equity Implementation Hub
In order to maintain a dedicated focus on addressing racial inequities within the work to prevent and end homelessness, Cal ICH and the Racial Equity Working Group (REWG) have designed the Racial Equity Implementation Hub to be built and launched in 2025.

As the Council works together toward the shared goal listed in this plan, it's crucial to recognize that success hinges not just on a strong plan but on effective and well-supported implementation. Implementation supports act as a bridge between policy and practice by ensuring state departments, providers, and local partners can deploy strategies aligned with the Action Plan's goals. Without support, there's a risk of this Plan's strategies not translating into meaningful action.

Moreover, state departments need technical assistance, training, and resources to build and sustain the capacity required for undoing systemic racism and advancing systems alignment.

With the above acknowledgement, providing robust implementation support to Council partners is essential to translate the Action Plan into real-world outcomes. The path to preventing and ending homelessness is complex, and sustaining progress requires ongoing support. The Racial Equity Implementation Hub provides the structure and support needed to ensure that the implementation of the Action Plan results in racially equitable outcomes.

The Racial Equity Implementation Hub is a pivotal system component designed by the REWG. This Hub will serve as a resource center, providing consultation, coaching, and technical assistance to state departments. By leveraging the expertise and tools offered by the Hub, Cal ICH in partnership with the REWG aim to ensure that all strategies and interventions are equitable, culturally responsive, and effectively address the unique challenges faced by marginalized communities. By establishing the Racial Equity Implementation Hub, Cal ICH is committed to creating a more just and inclusive approach to ending homelessness, ensuring that all Californians have the opportunity to not only survive but thrive.

Key Components of the Racial Equity Implementation Hub include:

- **Consultation and Coaching**: Offering expert guidance to state departments on integrating racial equity principles into their policies and programs.

- **Technical Assistance**: Providing hands-on support to implement equity-driven solutions and overcome barriers to equitable service delivery.

- **Resource Provision**: Supplying tools, best practices, and frameworks to facilitate the development and execution of equitable strategies.

- **Data Analysis and Monitoring**: Assisting in the collection and analysis of disaggregated data to identify disparities and measure progress.

- **Community Engagement**: Ensuring that the voices of those most affected by homelessness are included in decision-making processes.

Appendix C
State Actions to Address Tribal Homelessness

As people from Native American or Indigenous communities and Tribal Nations experience homelessness at higher rates than other communities experiencing homelessness, this plan increases focus on state efforts to include and coordinate with Native American or Indigenous communities and Tribal Nations to address homelessness in these communities. Below are the Actions focused on Native American or Indigenous communities and Tribal Nations:

Actions	Lead Department(s)	Collaborating Departments	Plan Goal(s) Impacted by Action
Action Area #2 **Coordinating & Streamlining State Programs**			
7. Strengthen internal coordination across teams to increase housing and homelessness resources provided to California's Tribal Communities.	CDPH		Will impact all plan goals
37. Develop and maintain a strategic funding guide and calendar of new or existing funding opportunities from departments and agencies administering state homelessness programs, in compliance with AB 799 (L. Rivas, Chapter 263, Statutes of 2024, to ensure eligible applicants are informed of available funding opportunities.	Cal ICH	All Council departments and agencies	Will impact all plan goals
Action Area #3 **Engaging Partners & Communities**			
10. Engage with Tribal entities and BIPOC-led developers to ensure success of set asides, address community needs, and increase utilization.	CTCAC		Goal 5: Create more housing
11. Conduct Tribal consultations and roundtable discussions to identify opportunities to improve Tribal communities' access to programs.	CalHFA	BCSH, HCD, CTCAC	Goal 2: Help more people move into housing
12. Expand culturally competent outreach to ensure access to State-funded housing programs across racial, ethnic, gender, geographic, and affordability demographics, including with Tribal communities.	CalHFA	BCSH, HCD, CTCAC	Goal 2: Help more people move into housing
15. Identify appropriate Tribal partners in each Caltrans District who can provide support to local services providers who meet unsheltered members of Tribal communities.	Caltrans		Goal 4: Strengthen prevention through improved connections to health and social services
16. Develop new relationships and partnerships with Tribal Nations to begin development of workforce training programs.	CWDB		Goal 2: Help more people move into housing; Goal 4: Strengthen prevention through improved

			connections to health and social services; Goal 3: Ensure people do not experience homelessness again
17. Develop a Tribal advisory group with expertise on the needs of Tribal communities to create recommendations for addressing their specific needs in preventing and ending homelessness.	Cal ICH		Will impact all plan goals
18. Provide pre-application and other technical assistance and training opportunities, participate in listening or feedback sessions, and adapt program guidelines and guidance, to enhance access to State homelessness and housing programs and resources, and other support services, for federally recognized Tribes, Tribal organizations, Tribal consortium, and Tribal entities in California.	Cal ICH, HCD, CDSS		Will impact all plan goals
29. Engage Emergency Operations Centers, local communities, and Tribal partners to include their unhoused populations into emergency operations plans.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services
31. Facilitate opportunities for collaboration across local jurisdictions, Continuums of Care, and Tribal partners to expand knowledge of current initiatives and share successful strategies to improve statewide outcomes.	Cal ICH	All Council departments and agencies	Will impact all plan goals
Action Area #4 **Using Data Strategically**			
8. Analyze and report on outcomes from Tribal and BIPOC developer set-aside programs, as well as other efforts to provide housing opportunities for extremely low-income households.	CTCAC		Goal 5: Create more housing
Action Area #5 **Advancing Best Practices & Quality**			
13. Develop and distribute resources and guidance in partnership with the Cal ICH LEAB for local, state, and Tribal partners to support effective homelessness program development and implementation.	Cal ICH via LEAB	CDPH via LEAB	Will impact all plan goals
15. Expand technical assistance and guidance to include the use of equity frameworks that analyze racial inequities and other disparities. Prioritize training and resources to support equitable access to services, and resources for marginalized communities.	Cal ICH	All Council departments and agencies	Will impact all plan goals

17. Update the Listos California Disaster Guide for People Experiencing Homelessness. Provide disaster coordination resources and tools to support and encourage local communities to address the needs of people experiencing homelessness before, during, and after a disaster. Disseminate to subrecipients, local CBOs, Continuums of Care, and Tribal entities through technical assistance and training opportunities.	Cal OES		Goal 4: Strengthen prevention through improved connections to health and social services
19. Utilize the Racial Equity Working Group to develop recommendations on how state partners should design, implement, and assess programs in order to address racial inequities present within the homelessness response system. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Racial Equity Working Group	Will impact all plan goals	Will impact all plan goals
22. Utilize the Tribal advisory group to develop recommendations on how state partners should design, implement, and assess programs in order to address the specific needs of people experiencing homelessness in Tribal communities. Provide recommendations to the Council and Advisory Committee for their review and adoption.	Cal ICH via Tribal advisory group	Will impact all plan goals	Will impact all plan goals

Appendix D
Plan Development Processes and Public Engagement

Council Planning Process

The process of developing this new Action Plan was initiated in Fall 2023. Cal ICH staff and consultant Matthew Doherty facilitated the development of this Plan under the guidance and direction of the Council. The Plan's development was deeply informed by planning conversations with State staff and input discussions with both internal and external partner groups.

Interagency Council meetings provided critical collaborative discussions and decisions during its development, focusing especially on reviewing progress achieved and challenges in implementing the previous Action Plan; shaping the planning processes; identifying and refining the Plan's vision, guiding principles, and action areas; and establishing the Plan's goals.

Cal ICH staff facilitated regular input discussions with the Council's Lived Experience Advisory Board and Advisory Committee throughout the planning process to inform the design of the Plan.

This Plan was adopted by the California Interagency Council on Homelessness at its December 2024 meeting.

Engagement and Consultation with Partners

In addition, staff from Cal ICH and other Council member departments and agencies actively engaged with people and organizations outside of state government, seeking input and guidance to inform the Plan's priorities and actions.

These engagement activities included, but were not limited to:

- Formal and informal Tribal consultation with Tribes across the state. This included government-to-government consultations, hybrid regional Tribal listening sessions, and other opportunities for Plan feedback.

- Presentations at homelessness conferences and discussions with attendees on state efforts needed in the Plan.

- Presentations and discussions with state and local partners, advocates, and providers.

Over the course of this Plan's development, Cal ICH staff engaged with hundreds of partners with expertise in a variety of areas to inform the design of this plan to effectively prevent and end homelessness.

Appendix E
List of Acronyms and Meanings Used Within Action Plan

AB	Assembly Bill	CoC	Continuum of Care
BCSH	California Business, Consumer Services and Housing Agency	CSU	California State University System
BIPOC	Black, Indigenous, and people of color	CTCAC	California Tax Credit Allocation Committee
CalAIM	California Advancing and Innovating Medi-Cal	CWDB	California Workforce Development Board
CalHFA	California Housing Finance Agency	DHCS	California Department of Health Care Services
CalHHS	California Health and Human Services Agency	DOR	California Department of Rehabilitation
Cal ICH	California Interagency Council on Homelessness	DSH	California Department of State Hospitals
CalOES	California Governor's Office of Emergency Services	ECM	Enhanced Care Management
Caltrans	California Department of Transportation	HCD	California Department of Housing and Community Development
CalVet	California Department of Veterans Affairs	HDIS	Homeless Data Integration System
CBO	Community Based Organization	HHAP	Homeless Housing, Assistance and Prevention Program
CBR	Community Based Restoration	HUD	U.S. Department of Housing and Urban Development
CCC	California Community College System	LEA	Local Educational Agency
CCCCO	California Community Colleges Chancellor's Office	LEAB	Lived Experience Advisory Board
CCJBH	Council on Criminal Justice and Behavioral Health	Medi-Cal	California's Medicaid healthcare program
CDA	California Department of Aging	PSH	Permanent Supportive Housing
CDCR	California Department of Corrections and Rehabilitation	REWG	Racial Equity Working Group
CDE	California Department of Education	SB	Senate Bill
CDLAC	California Debt Limit Allocation Committee	TA	Technical Assistance
CDPH	California Department of Public Health	UC	University of California System
CDSS	California Department of Social Services	VA	U.S. Department of Veterans Affairs