



## **Lake County Continuum of Care 2020-2021 Two Year Strategic Plan Report**

The Lake County Continuum of Care (LCCoC) was established in 2012 under the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act May 20, 2009). This act laid the foundation for Continuums of Care, which are local entities that apply for and distribute funds that assist homeless and at-risk populations in their geographic area. With the services of the Administrative Lead Agency, Lake County Behavior Health Services (LCBHS) the LCCoC has made tremendous strides in its structural organization and in funding programs to assist the homeless. The Administrative Lead Agency staff provide the contractual agreements, data, and reporting required for the LCCoC.

The Lake County Continuum of Care's vision is to align resources to facilitate solutions to end homelessness in our community. This report covers the progress made toward the action plan during 2020 and 2021; it is a summarization of the goals and objectives from the strategic plan. The LCCoC plan is divided into two sections, one has six structural organizational objectives and the second has three goals for providing shelter and rental assistance for homelessness residents.

### **Section One – Organization Structural Priorities**

The LCCoC plan has six objectives to meet HUD Compliance and to strengthen the organization. This report addresses each objective and offers details on each action.

#### **Objective #1 Finalize Homeless Management Information System (HMIS) Contract with Apricot and Start Data Entry**

##### First Action for Objective # 1

The LCCoC will work with Decipher HMIS and LCBHS to finalize contract.

Having a Homeless Management Information System is a requirement of the Housing, Urban Development (HUD) Federal Agency. Having an operational HMIS makes us compliant with HUD for the mandatory reports required.

The first LCCoC objective was in implementing the Homeless Management Information System. The CoC contracted with Decipher HMIS, to help locate a system that would meet Lake County's requirements. On April 20, 2020 the LCCoC entered a HMIS contract with Social Solutions Apricot Data System. After the contract was approved and signed, the HMIS committee and Decipher HMIS worked on customizing the system for Lake County's needs.

### Second Action for Objective #1

HMIS Committee and Lead Administrative Agency will set up agencies into Apricot and finish licensing requirements.

The LCCoC has thirty-five standard licenses for data entry and two administrative licenses for reporting. These licenses are available to service providers and agencies offering services to the homeless population. The HMIS committee provided annual security trainings on December 17, 2020, and February 4, 2021, for users. Additional trainings were given on February 11, 2021, HMIS User Training Part 1, March 8, 2021, HMIS Data Management Training and on March 19, 2021, Apricot HMIS Intermediate Training.

HMIS committee members and Lead Administrative staff attended and still attend trainings for implementation and reporting:

- Apricot 360 Monthly Meetings
- HDIS Monthly Meetings
- Security and Privacy Trainings 2/2021 and 8/2021
- Contract Writing 1/2021

### Third Action for Objective #1.

Agencies will enter data into Apricot for reporting.

In November 2020 agencies began entering data into Apricot HMIS.

The structural priorities in the Plan for HMIS have been met. The HMIS committee will continue to offer trainings to new users, in both data entry and how to utilize the data and annual security trainings. The HMIS committee will continue to monitor and update procedures and customization of the system.

## **Objective #2 Develop a Coordinated Entry System**

### First Action for Objective #2

Form separate committee for CES.

The Housing, Urban Development Agency requires CoC's to design a local coordinated entry system (CES) policy. This is a high priority for HUD, as it establishes fairness in the delivery of service. Provider participants are interviewed and given a vulnerability score; points are given for their life circumstances and obstacles to housing. With coordinated entry those with the highest scores are referred to available services. Agencies in the Lake County Continuum of Care that receive funding from the CoC must utilize CES.

The HMIS Committee took on the responsibilities of coordinated entry and established a CES working group, to establish the Coordinated Entry System Policies and Procedures.

### Second Action for Objective #2

Design CES.

The CES working group continued to work with Decipher HMIS, due to the complexity of the requirements from HUD in forming the CES policy. Three stages were designed -1.) Service Focus, 2.) Dynamic Prioritization with *Housing Problem Solving* and Journey Mapping, and 3.) Phased Implementation.

The CES working group met weekly through most of 2021. To better understand coordinated entry systems, working group members attended several HUD Workshops:  
Coordinated Entry Workshop August 19, 2021  
Coordinated Entry Referral Best Practices Weekly Workshop Series  
September 15, 2021, to November 17, 2021  
Coordinated Entry and Systems of Change Training on November 3, 2021.

The CES service focus and prioritization includes a *Housing Problem Solving* interview with clients. The CES working group provided an initial *Housing Problem Solving* Interview Training on April 22, 2021. The CES working group also offered Implementing and Operationalizing a Housing First Model training during a Housing Navigator meeting on December 10, 2021. When the CES policy is adopted, additional trainings will be offered.

The CES working group was tasked with creating the procedures and policies for the Emergency Housing Vouchers (EHV), which created the opportunity for a test run for the CES process. Lake County was awarded 44 Emergency Housing Vouchers that provide long term rental assistance through the Lake County Housing Authority. On September 1, 2021 the HMIS committee trained providers on the referral process for the EHV program. The first group of 10 applicants was submitted to the Lake County Housing Authority in December 2021.

The objectives of the Plan for CES are very close to being accomplished. The CoC has contracted a position for a CES Operator, the operator will have the responsibilities to make sure the By-Name List (the scoring vulnerability list of participants) is being utilized and services rendered are fair and equitable to the homeless community recipients. The CES policies and procedures are still in the draft phase.

### **Objective #3 Guidance and expert counsel for Consolidated Application to HUD and for LCCoC grants**

#### First Action for Objective #3

#### Locate Support for Administrative Lead Agency for CA Consolidated Application, HUD Competitive Grant, and HUD Reporting.

The LCCoC has contracted with Paragons to assist in submitting the Consolidated Application to California applying for Request for Funding Applications (RFA). The sources of funding include California Emergency Solutions Grant (CESH), Emergency Solution Grant Covid Cares Act ESG-CV, and for Homeless Housing Assistance and Prevention (HHAP) Grants. Paragons consultants have helped with the HUD Competitive Grant and with compliancy.

### Second Action for Objective #3

#### Establish a Grant Process.

The LCCoC grant working group, working with the administrative agency, built on the previous model from the Adventist Health HEAP grant, created an updated model and advanced the process. A Grant Standing Committee was adopted at the June 2021 general meeting. Grants had formerly been under the Performance Review Committee, now as its own committee, with its own chair, protocols and procedures have been solidified.

The LCCoC Grant Committee had the following procedural accomplishments: 1) Created and updated the “Grant Process Flow Chart” with 19 key steps and responsible parties. The Flow Chart clarified those elements necessary for grants completion, beginning with funding amounts available from the CA State/HUD funds to the grants closure, 2) Created a Glossary of Terms and Standardized Grant Scoring Criteria, and 3) Worked with a consultant to support updated documents, using HUD terminology, and focusing on “Housing First”, performance measures and cost effectiveness. 4.) Standardized the Notice of Funding Availability (NOFA), creating a template to provide consistency in required information needed to ensure standardized statement, format and legal requirements.

The grant committee standardized the scoring and interview process. Five documents were created or modified to a HUD standard and were provided to all participants with the information on how grant applications to the Lake County Continuum of Care would be scored. In addition, a “First-Time Grant Applicant” process was developed to help identify a competitive playing field. The documents approved for use are: 1) Review Principles and Scoring Criteria for written documents and oral interview, 2) Budget Review Details by Applicant, 3) Sample of Data-Gathering Template, 4) LCCoC New Grant Applicants, and 5) LCCoC Written Scoring Question and Points Sheet. All are posted on [www.LakeCoC.org](http://www.LakeCoC.org). This is to provide all applicants with a clear and equal opportunity for successful funding. The verbal interview questions will change to be grant-specific, in addition to seeing how the applicant represents the proposed project and its organization

### Third Action for Objective # 3

#### Grant Oversight and Evaluation.

Those awarded grant funding from the LCCoC enter contracts with LCBHS, as our administrative agency. Applicants will provide quarterly fiscal reports to LCBHS. The Performance Review Committee is in the process of establishing local measures. The committee will also make recommendations for poor performers.

Objective #3 has been met. With the consultant services from Decipher HMIS, Paragons, and HUD technical assistance the LCCoC is working toward meeting compliancy for all of HUD regulations.

## **Objective #4 Expand CoC Membership and Encourage Member Participation in Joining Committees**

### First Action for Objective #4

#### Educate the Community About the Continuum of Care.

The LCCoC held a public virtual townhall meeting on October 19, 2020. Presentations were provided by the standing committee chairs and the lead agency representative.

### Second Action for Objective #4

#### Request Members to Join a Standing Committee.

The Lake County Continuum of Care has had challenges in filling committees. The majority of CoC members work for provider agencies and have time restraints for committee work. The Executive Committee added a request to the Governing By-Laws 2022, asking voting members to volunteer four hours to committee work during the calendar year. An addition to the Governing By-Laws 2022 now allows non-voting members and guests permission to attend standing committee meetings.

The newly formed Grant Committee recruited seven new members from all five County Board of Supervisor's districts. This was done for geographic equity in grant decision making. An effort was made to balance Lake County's ethnic and racial diversity profile, which includes members that are Latino, Black and Native American.

Objective #4 will be on-going. The LCCoC needs to expand its communication objectives, with educating the public of our purpose and recruiting new members.

## **Objective #5 Strengthen Equity, Cultural Competency, Capacity Building and Trauma Informed Care**

### First Action for Objective #5

#### Professional Development on Equity and Capacity Building.

Members were extended invitations to attend HUD workshops on equity. HUD offers a monthly equity meeting. In August 2021, executive committee members attended the HUD Equity Foundation Workshop, a three-part series of half day sessions. Executive committee members also attended the Racial Equity Workshop on November 2, 2021. The workshops focused on equity implementation in the CoC system. The result of these workshops helped the LCCoC rewrite its Non-Discrimination clause in the Governing By-Laws and along with the 100 Day Challenge goals, the LCCoC formed the Equity Advisory Committee. This committee will have voting representatives on the executive committee.

The LCCoC grant process has become more equitable by 1.) the Notices for Funding Application are now released in both English and Spanish, 2.) a First-Time Applicants' guide for providing information is available and 3.) a Q&A session can be requested by a new applicant.

### Second Action for Objective #5

### Cultural Competence Training for PIT Volunteers.

Point in Time Count volunteers are all trained, and reminded to be present, listen and be respectful of the homeless we encounter. The PIT Committee also recruits volunteers that are bi-lingual in heavier Hispanic geographic areas and tribal members to survey tribal communities. This action step is on-going.

### Third Action for Objective #5

#### Trauma Informed Training.

This action is on-going.

Objective #5 will be ongoing, with the Equity Advisory Committee taking the lead for this objective.

## **Objective #6 Focus on Specific Targeted Populations**

### First Action for Objective #6

#### Identify and Prioritize Highest Risk.

This action is off to a good start with the HMIS CES working group creating a prioritization for the Emergency Housing Vouchers. The HMIS CES working group is currently working on the prioritization policy for coordinated entry.

To assist with prioritization the Strategic Planning Committee presented a gap analysis to the general members, in the fall of 2021, which included the initial 2020 HMIS housing data for beds in Lake County. The gaps analysis will help determine housing needs in the next three-year plan.

The LCCoC facilitated an on-line prioritization survey starting September 3, 2021 and ending October 31, 2021. This survey was completed by ninety-six community members and the information from this survey will help guide the next three-year plan.

### Second Action for Objective #6

#### Meet with County Planners.

This action step is on-going. Members of the Executive Committee are planning to meet with the Lake County Department of Social Services Housing Authority in 2022.

### Third Action for Objective #6

#### Look for Additional Housing Funds for Special Populations.

This action step is on-going.

## **Section 2 Goals and Strategies in Providing Housing**

The initial CoC plan was developed in the spring of 2020. The LCCoC conducted two surveys during this time to identify and prioritize the greatest need for the Lake County homeless population. The first survey was specifically for people experiencing homelessness, their voice was vital in developing the plan. The survey was conducted at two locations, the Lakeport Warming Center and at Project Restoration in Lower

Lake. The second survey was an on-line survey sent to the General Members of the LCCoC.

For further details on the surveys please see the Strategic Plan at LCOC.org.

From the information provided by these two surveys the following goals were established with support actions:

Goal 1.) Shelter Support in the City of Clearlake Area (South Shore).

The following support was given:

- 2018-2023 CA Emergency Solutions & Housing (CESH) Grant – Adventist Health Restoration House, \$50,738
- 2018-2021 Homeless Emergency Aid Program (HEAP) Grant – Adventist Health Restoration House, \$230,702
- 2020-2025 Homeless Housing Assistance and Prevention (HHAP) Grant – Adventist Health Hope Center, \$220,000
- 2021 COVID CARES ESG-CV One Year Grant – Hope Center, \$200,000
- 2021-2025 HHAP Round 2 Grant – Joint Application with Hope Center, Elijah House and Lake County Office of Education McKinney Vento Services, \$232,000

From FY 2019-2020 South Shore Shelters served a total of 42 individuals from Lake Co.

Goal #2 Shelter Support in the North Shore Area.

The following support was given:

- 2018 -2021 HEAP Grant - Lake Ministerial Association Warming Center (Winter Emergency Shelter), \$100,000
- 2018-2021 HEAP - Redwood Community Services The Nest, \$353,959
- 2020 COVID Business Consumer Services and Housing (BCSH) Agency - Kelseyville United Methodist Church COVID Shelter, \$79, 511.74
- 2020 \*COVID BCSH Lake County Grant – Kelseyville Methodist Church COVID Shelter, \$73,152.92
- 2020-2025 HHAP Grant – Elijah House, \$220,000
- 2020-2025 \*HHAP COVID Response Lake County Grant – Elijah House for COVID Shelter, \$445,265.73
- 2021 COVID CARES ESG-CV One Year Grant – Elijah House, \$450,000

From FY 2019-2020 North Shore Shelters served 157 individuals from Lake County

Goal # 3 Support Rental Assistance Programs.

The following support was given:

- 2018-2021 CESH Grant - North Coast Opportunities (NCO) New Digs Rapid Rehousing, \$275,000
- 2018-2021 \*\* Emergency Solutions Grant (ESG) – NCO New Digs, \$133,900
- 2018-2021 HEAP Grant -Lake County Office of Education, \$100,000
- 2019-2022 \*\* ESG – NCO New Digs, \$124,579

2019-2023 CA Emergency Solutions Grant (CESH) Round 2 – North Coast Opportunities New Digs, \$207,185  
2019- 2023 CESH Round 2 Grant – Elijah House (Services and Rental Assistance) \$207,185  
2020-2023 \*\* ESG – NCO New Digs, \$128,271

The CESH Grants from FY 2019-2020 served 107 individuals from Lake County  
The Emergency Solutions Grants from FY 2019-2020 served 42 individuals  
The Emergency Solutions Grant CV from FY 2019-2020 served 45 individuals

Other Housing and Service Support:

2018-2023 CESH Grant – Sunrise Special Services Foundation, Mobile Encampment Outreach and SSI Application Assistance, \$275,000  
2018-2021 CESH Grant – LCCoC PIT Count Support, \$8,122  
2018-2021 HEAP Grant – Praises of Zion Baptist Church, Utility Assistance Program, \$200,000  
2018-2021 HEAP Grant – NCO, Utilities and Emergency Assistance, \$146,041  
2018-2021 HEAP Grant – LCOE Youth Set Aside Prevention Services, \$64,932  
2018-2021 HEAP Grant – Veterans Stand Down Support, \$100,000  
2019-2022 \* No Place Like Home (NPLH) Grant - Lake County Behavioral Health Services Permanent Supportive Housing, \$557,845  
2021 COVID CARES ESG-CV One Year Grant, Worldwide Warming Hands, \$30,000

The HHAP Grant from FY 2019-2020 served 120 individuals, some with housing  
The HEAP Grant from FY 2019-2020 served 351 individuals, some with rental assistance

Grants with an \* are funded with the other funding sources but are linked to the CoC.  
Grants with an \*\* are directly funding from HUD to Agency with CoC Approval.

## **Lake County Continuum of Care Standing Committee Accomplishments**

The Lake County Continuum of Care has met many of the initial objectives in structural organization and supports the housing goals that were identified by the community. In the past two years there have been many accomplishments, with the focus on working collaboratively to find solutions to end homelessness. With the organizational structure in place, becoming compliant with HUD regulations, the LCCoC will now be able to focus on a comprehensive housing plan.



## **The LCCoC Standing Committees completed the following:**

### Strategic Planning Committee

- Strategic Plan
- Annual Needs Assessments
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Review
- Gap Analysis
- Updating Governing By-Laws 2021, 2022

### HMIS/CES Committee

- HMIS Customization, Launch and Utilization
- CES Working Group
- Emergency Housing Voucher (EHV) Procedure and Policies
- EHV Prioritization Working Group
- Trainings for HMIS, EHV and CES
- Rough CES Policy

### PIT Count

- Annual PIT Counts (More than required bi-annual by HUD)
- Expanded County Geographic Coverage with City/Town Sites
- Digital App – Simtech Counting Us with Links to Miracle Messages
- Providing Food and Resource Bags to Participants
- Reports to General Membership and HUD 2020, 2021

### Grant Committee

- Working Model
- Standardized Notice of Funding Availability (NOFA) for Grantees
- New Committee Member Two-Part Training
- Standardized Scoring Values
- Grant Team Procedure Expectations
- Standardized Interview Process

### Performance Review

- Conducted Performance Reviews on some of HEAP Grantees
  - LCOE Youth Set Aside Prevention Services
  - LCOE College Student Rental Assistance Program
  - Praises of Zion Utility Assistance Program
- Basic Outline (Rough) for Standards and Local Measures
- Meeting Regularly (This Committee had no Chair for most of 2021)

### Interfaith Committee

- New Chair
- Reorganizing Committee

### Housing Navigators Committee (2021 before adopted as a LCCoC Committee)

- Landlord Marketing Campaign Which Included Focus Groups and Mailers
- 100-Day Challenge (Meeting the Goal of 55 Housed in 100 Days)
- Interagency Collaboration for Housing Solutions

The two new standing committees Housing Navigators Committee and Equity Advisory Committee will be included in the structural priorities for the next action plan.

## Additional Highlights

The State of California is aware of our recent accomplishments and requested interviews for the 2020 PIT Count and the unique way the Lake County awarded the HEAP grant.

On March 19, 2021, The State Housing Policy Development Division evaluator hosted a teleconference interview to discuss the success of our 2021 PIT Count. Only a few counties did the PIT count, and they were impressed with our local questions, especially gathering tribal member data.

The LCCoC was contacted by the Homeless Emergency Aid Program (HEAP) state analyst to discuss the success of the unique way we utilized this grant funding. On May 7, 2021, a teleconference was held with Adventist Health and Lake County Office of Education's Lake County College Rental Assistance Program staff.

LCCoC participated in the 2021 Governors 100 Day Challenge. The CA Homeless Coordinating and Financing Council advised the CoC on creating sustainable models to take action to end homelessness. The 100 Day Challenge was developed through the Rapid Results Institute in coordination with the United States Interagency Council on Homelessness.

The Lake County Continuum of Care will continue to align programs and resources to facilitate solutions to end homelessness in Lake County. The CoC Committees and Administrative Lead Agency have worked very hard in the past two years for compliance and continue to work hard on behalf of Lake County homeless and at-risk residents.

### Strategic Planning Committee Members for 2020 and 2021

Doreen Gilmore	Sheryl Almon
Ana Santana	Sandra Stolfi
Chris Taliaferro	Scott Abbott
Ronni Duncan	