



Strategic Plan
2023-2025

DRAFT

Vision Statement

The Lake County Continuum of Care is a coordinating group that aligns resources to facilitate solutions to end homelessness in our community.

Our Objective

Our objective is to align programs and resources to facilitate solutions to end homelessness in our community. Through cross-sectional partnerships and shared resources, our team of dedicated organizations and individuals has a bold goal, to end homelessness in Lake County.

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Strategic Goal One - The Lake County Continuum of Care will strengthen collaboration, communication, and commitment with the Lake County community to address homelessness in an equitable, inclusive, and culturally responsive way.

Strategic Goal Two - The Lake County Continuum of Care will ensure equitable access to housing programs.

Strategic Goal Three –The Lake County Continuum of Care will expand collaboration and strategic partnerships with homeless and direct service providers (Lake County Community HUB) focusing on health, employment, and asset building.

Strategic Goal Four – The Lake County Continuum of Care will expand housing solution opportunities, working towards the end goal of housing the chronically homeless in permanent supportive housing.

Appendix

EXECUTIVE SUMMARY

This is a very exciting time in Lake County for aligning resources. Lake County is in the process of establishing a cohesive framework for service delivery countywide. Lake County Behavioral Health Services has recently created Peer Centers in # locations and is currently implementing Pathways with Sutter Lakeside and Adventist Health Clearlake. Pathways is an integrated medical health care system that assists health care professionals and case managers deliver appropriate services to clients. This year Lake County Continuum of Care will be linking the Coordinated Entry System into this service system.

Pathways, the Homeless Management Information System, and the Coordinated Entry System will benefit those experiencing homelessness. These informational systems combined will help identify appropriate services available to clients. Through care coordination, offered with the Pathways Program and located at the Peer Centers, clients will be offered referrals to programs, assistance in enrolling in programs and support in their participation in programs.

The vision for this strategic plan is work more cohesively with Lake County residents experiencing homelessness, Continuum of Care individual and agency members, government entities, tribal nations, health care networks, service organizations and the community at large. It is vital to incorporate more underserved voices into our housing planning process. To accomplish this the Lake County Continuum of Care must first expand outreach and recruitment efforts. With limited funding available for sheltering people experiencing homelessness the Lake County Continuum of Care needs everyone working together to address housing solutions.

The Lake County Continuum of Care Executive Committee is dedicated to making sure there is equity in the housing projects we fund. The Executive Committee will be overseeing the integrity of funded projects and will evaluate data for equity service delivery on a regular basis with this plan. Along with performance reviews of projects the CoC is also committed to more outreach with the community, so Lake County residents will understand the work we do and the limitations we have in funding housing projects.

The Plan also will add more opportunities for prevention and diversion programs to help residents from becoming homeless. Offering programs that can swiftly remedy an individual or family emergency and keep people in their homes will increase stability in our community.

The strategic goals of this plan center on communication, collaboration, equitable housing opportunities, expanding services, planning for emergency, temporary and permanent housing solutions and maintaining shelter beds.

LAKE COUNTY CONTINUUM OF CARE ORGANIZATION

Leadership

The leadership of the Lake County Continuum of Care is the Executive Committee. The Executive Committee is comprised of committee chairs and agreed upon community representatives. All are members of the LCCoC and are nominated and elected, except for the Lead Agency Representative and the Executive Committee Secretary. The fifteen members to the Executive Committee include:

- Executive Committee Chair
- Vice – Chair
- Person with Lived Experience Representative
- Lake County Government Representative
- Point-in-Time Committee Chair
- Homeless Management Information System (HMIS) and Coordinated Entry Committee Chair
- Strategic Planning Committee Chair
- Performance Review Committee Chair
- Grant Committee Chair
- Navigator Committee Chair
- Equity Advisory Committee Chair
- Faith Based Committee Chair
- Administrative Agency Representative – Non-voting
- Executive Committee Secretary – Non-voting
- Open Representative Chair

The LCCoC Executive Committee will be representative of the relevant organizations, agencies and of projects serving homeless subpopulations required by HUD which are: chronic substance abusers, chronically homeless individuals, chronically homeless families, families, persons with HIV/AIDS, seriously mentally ill, veterans, veterans-females, victims of domestic violence, unaccompanied youth under age 18 and youth aged 18-24.

Membership

The Lake County Continuum of Care is a voluntary organization with two types of membership. Members can apply under an agency membership or as an individual membership. Membership applications are posted on the LCCoC Website and specifies the type of membership. Membership allows agencies and individuals the right to vote on

LCCoC Agenda Items. Agency members can have one voting member, with a substitute listed for voting purposes. Once an application is submitted the applicant appears on the agenda, which is a standing item, to introduce themselves and their interest in joining the LCCoC. The following meeting members vote on the agency or individual applicant. The LCCoC meets the first Thursday of each month. Please see the appendix for member list.

Administrative Entity

While the LCCoC consists of multiple agencies that serve as the primary decision makers for the organization, the LCCoC Administrative Entity's role is to meet reporting requirements and provide financial oversight, as set forth by the U.S. Department of Housing and Urban Development (HUD).

The Administrative Entity, aka the Collaborative Applicant and Lead Agency, is Lake County Behavioral Health Services. As the Collaborative Applicant, Lake County Behavioral Health Services provides staffing to support the LCCoC, its members, and to implement HUD-related programs, services, and data collection, such as the Homeless Management Information System (HMIS), Coordinated Entry System (CES) and the annual Point-in-Time Count.

Lake County CoC Committees

LCCoC members are encouraged to participate in committees. Committees form the foundation of the Lake County Continuum of Care. Each committee has a chairperson who is elected by the general membership and becomes a member of the Executive Committee. The LCCoC Committees include:

- Executive Committee
- Strategic Planning Committee
- Homeless Management Information System Committee & Coordinated Entry
- Point-in-Time Committee
- Grant Committee
- Performance Review Committee
- Equity Advisory Committee
- Navigators Committee
- Interfaith Committee

All committees meet monthly at a minimum to work on organizational goals. Committees working on policies, procedures and reporting will often meet weekly to fulfill their obligations to the LCCoC. Each committee is detailed in our Governance Charter and essential for the operation of our LCCoC.

Purpose

The LCCoC serves as the Housing Urban Development (HUD) designated primary decision-making group, whose primary purpose and scope is to implement the Continuum of Care program, which is authorized by Subtitle C of Title IV of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11381-11389).

The Lake County Continuum of Care is comprised of public and private agencies, community members and previous and current residents experiencing homelessness. The CoC assists at-risk of and homeless individuals and families by assessing their needs in the community and providing housing services. The specific purpose of the LCCoC is:

- 1.) Promote communitywide commitment to the goal of ending homelessness.
- 2.) Develop and implement a Continuum of Care Strategic Plan.
- 3.) Assist individuals and families who are homeless, at risk for homelessness, very low or low to moderate income, to attain and maintain safe, decent affordable housing and supportive services.
- 4.) Promote access to and effective utilization of mainstream programs by/and for homeless individuals and families.
- 5.) Optimize self-sufficiency among individuals and families experiencing homelessness.
- 6.) Coordinate the census of homeless persons in the Lake County geographic areas, required by HUD, otherwise known as the Point in Time (PIT) Count.

LAKE COUNTY HOMELESSNESS

Homeless Definition

In assessing the community needs related to homelessness it is important to understand the definition of homelessness. There are varying elements when determining housing.

HUD Definition

The federal definition of “homelessness” originated with the McKinney-Vento Homeless Assistance Act of 1987, codified in 42 USC section 11371 et seq., the Public Health and Welfare Code. Although the various federal and state-funded programs can specify narrowed eligibility depending on the program’s intent or targeted population, the definition of “homeless” as imposed by the U.S Department of Housing and Urban Development (HUD) and detailed in the Code of Federal Regulations (24 CFR section 578.3) provides for four categories of individuals and households:

Category 1-

Individuals and families who lack a fixed, regular, and adequate nighttime residence, which includes one of the following:

- *Place not meant for human habitation*

- *Living in a shelter (emergency shelter, hotel/motel paid by government or charitable organization)*
- *Exiting an institution (where they resided for 90 days and less AND were residing in emergency shelter or place not meant for human habitation immediately before entering institution)*

Category 2-

Individuals and families who will imminently (within 14 days) lose their primary nighttime residence, which includes all of the following:

- *Have no subsequent residence identified AND*
- *Lack the resources or support networks needed to obtain other permanent housing*

Category 3-

Unaccompanied youth (under 25 years of age) or families with children/youth who meet the homeless definition under another federal statute and includes all of the following:

- *Have not had lease, ownership interest, or occupancy agreement in permanent housing at any time during last 60 days*
- *Have experienced two or more moves during last 60 days*
- *Can be expected to continue in such status for an extended period of time because of: chronic disabilities, OR chronic physical health or mental health conditions, OR substance addiction, OR histories of domestic violence or childhood abuse (including neglect) OR presence of a child or youth with a disability, OR two or more barriers to employment*

Category 4-

Individuals/families fleeing or attempting to flee domestic violence, dating violence, violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or family member and includes all of the following:

- *Have no identified residence, resources, or support networks*
- *Lack the resources and support networks needed to obtain other permanent housing*

State of California Definition

The state's Homeless Housing Assistance Program (HHAP) has adopted the federal homelessness definition for its eligible service population. It currently uses the local Continuum of Care's 2019 Point in Time (PIT) count in determining local need for the HHAP and other program allocations, although the PIT count is restricted to using a HUD definition of "unsheltered." That definition is defined in the PIT Count section below.

The California state legislature is considering adoption of an official definition of the homeless. One such recent definition was originally contained in 2019's AB 67:

An individual or family who lacks a fixed, regular, and adequate nighttime residence or an individual who resided in a shelter or place not meant for human habitation and who is exiting an institution where the individual temporarily resided.

The HHAP homelessness definition, as specified by the CA Health and Safety Code, is defined in Section 578.3 of Title 24 of the Code of Federal Regulations. The section incorporates by reference the federal McKinney-Vento Homeless Assistance Act (as amended). It further includes a definition for those at risk of homelessness:

(1) An individual or family who:

(i) Has an annual income below 30 percent of median family income for the area, as determined by HUD;

(ii) Does not have sufficient resources or support networks, e.g., family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the "Homeless" definition in this section; and

(iii) Meets one of the following conditions:

(A) Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;

(B) Is living in the home of another because of economic hardship;

(C) Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days of the date of application for assistance;

(D) Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by federal, State, or local government programs for low-income individuals;

(E) Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons, or lives in a larger housing unit in which there reside more than 1.5 people per room, as defined by the U.S. Census Bureau;

(F) Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or

(G) Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in recipient's approved Consolidated Plan;

(2) A child or youth who does not qualify as "homeless" under this section, but qualifies as "homeless" under section 387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), section 637(11) of the Head Start Act (42 U.S.C. 9832(11)), section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-

2(6), section 330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), section 3(m) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(m)), or section 17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); or

(3) A child or youth who does not qualify as “homeless” under this section, but qualifies as “homeless” under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

This code section further defines those chronically homeless:

(1) A “homeless individual with a disability,” as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)), who:

(i) Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and

(ii) Has been homeless and living as described in paragraph (1)(i) of this definition continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (1)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility;

(2) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or

(3) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) or (2) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

CA Health and Safety Code section 50216(k) defines homeless youth as an unaccompanied youth between 12 and 24 years of age, inclusive, who is experiencing homelessness. The term “homeless children and youth for the HHAP program is defined as:

(A) means individuals who lack a fixed, regular, and adequate nighttime residence; and

(B) includes —

(i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer

parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;

(ii) children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings;

(iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

(iv) migratory children who qualify as homeless.

Local budgeting of the HHAP allocation must designate a minimum of 10 percent for uses benefitting unaccompanied youth through age 24.

Student's Experiencing Homelessness

Public schools by federal regulation collect data on homeless students. In this instance, the McKinney-Vento Homeless Assistance Act provides a more inclusive definition of homelessness for students and their families than what is permitted CoCs when conducting PIT counts for unsheltered individuals. For this special population, the term "homeless children and youths"

(A) means individuals who lack a fixed, regular, and adequate nighttime residence (within the meaning of section 103(a)(1)); and

(B) includes--

*(i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals;**

(ii) children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 103(a)(2)(C));

(iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

(iv) migratory children (as such term is defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).

HUD CoC PIT and HIC Counts; Sheltered and Unsheltered Homeless

Since 2003 the U.S. Department of Housing and Urban Development (HUD) has required that each Continuum of Care conduct a Point in Time (PIT) count. It is a local count done on a chosen January day (exemptions may be granted for specific emergencies) each uneven numbered year. Since COVID-19 exceptions have altered CoC's count years. Lake County's CoC, established in 2014, conducted its first PIT count in 2015 and since has opted to conduct a PIT count annually. HUD also requires that each CoC conduct an annual Housing Inventory Count (or HIC) which also is a point-in-time inventory of provider programs providing beds and units dedicated to people experiencing homelessness (including permanent housing projects where residents were homeless at entry). Please see appendix two for the HIC Report. Provider programs are categorized by five types: Emergency Shelter, Transitional Housing, Rapid Rehousing, Safe Haven, and Permanent Supportive Housing.

The PIT count was established by HUD to estimate the number of chronically homeless, or those individuals who for whatever reason did not use established emergency shelters. HUD specifies that the definition of "unsheltered homeless" for purposes of the local PIT count is as specified in 24 CFR 578.3 paragraph (1)(i):

(1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

(i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

This definition excludes those doubling-up or couch surfers, or those residing in institutions at the time of the PIT count, although they otherwise would qualify under the broader HUD homelessness definition. The definition, however, does include those living in tents or recreational vehicles since those shelters are not defined by code as meant for regular human habitation.

Summary on Homeless Definition

Reporting homelessness is specific to the PIT Count, schools and in determining Coordinated Entry status. In summary, therefore, a homeless individual (or household) is defined as "an individual who lacks housing (without regard to whether the individual is a member of a family), including an individual whose primary residence during the night is a supervised public or private facility (e.g., shelters) that provides temporary living accommodations, and an individual who is a resident in transitional housing." A homeless person is an individual without permanent housing who may live on the streets or in the fields, be staying in a shelter, mission, single room occupancy facilities, abandoned building or vehicle, or be in any other unstable or non-permanent situation. An individual may be considered to be homeless if that person is "doubled up" or "couch surfing," terms

that refer to a situation where individuals are unable to maintain their housing situation and are forced to stay with a series of friends and/or extended family members. In addition, previously homeless individuals who are to be released from a prison or a hospital may be considered homeless if they do not have a stable housing situation to which they can return. Migrant workers and their families who are temporarily without adequate housing are also considered homeless during that displaced period. A recognition of the instability of an individual's living arrangements is critical to the definition of homelessness.

To receive LCCoC funded services, defining homelessness is a vital component in determining eligibility for enrollment into the Lake County Coordinated Entry System. The CES System prioritizes services and is based on the following:

- Household has been provided a Housing Problem Solving service, is unable to self-resolve their homeless situation, and seeks enrollment into the Coordinated Entry System
- Household is eligible for homeless services based on meeting one of the following HUD definitions:
 - Household assesses per HUD's Homeless Definition
 - Household is currently fleeing a Domestic/Dating Violence situation
 - Household is at imminent risk of homelessness per HUD's At-Risk Definition

Households who are not experiencing or at risk of homelessness (per the HUD definitions) will be redirected to other local services.

Local Landscape

Lake County, home to the largest oldest natural freshwater lake in California, is a geographically isolated rural county accessed only by two-lane roads over intercoastal mountain ranges, about 110 miles both northwest of Sacramento and northeast of San Francisco. Approximately 6,033 square miles in area, the county has an estimated 2021 population of almost 69,000 persons, of which about 9,500 are school-aged children. Its economy is based mostly on agriculture, tourism, and recreation, although the largest employers are local government, school districts and two critical access hospitals. Its two incorporated cities, Lakeport and Clearlake, are situated on Clear Lake's northwestern and southeastern shores, respectively. Although Lakeport is the county seat, Clearlake's population of about 16,777 persons substantially exceeds that of Lakeport's 5,135 residents.

Lake County has some of the poorest and most unhealthy citizens in the state. The 2019 County Health Rankings and Road Maps, a report annually produced by the Robert Wood Johnson Foundation (RWJF) in collaboration with the University of Wisconsin Population Health Institute (UWPHI), concluded that Lake County is the unhealthiest of the state's 58 counties based on a variety of mental and physical outcomes. One huge factor cited is that almost 30 percent of households with minor children live below the poverty line.

The United States Bureau of Labor Statistics for October 2022 placed Lake County's unemployment rate at 4.5%, ranking Lake County 42nd statewide. The 2021 U. S. Census gave Lake County a 15.9% poverty rate. Extremely low incomes and the past seven years with several natural disasters have severely impacted residents and housing. The 2015 Valley, Jerusalem and Rocky Fires resulted in the loss of almost 1,600 homes and devastated the communities of Middletown, Cobb, and Whispering Pines. Clayton Fire in 2016 resulted in the loss of an additional 250 homes in and around the Clear Lake/Lower Lake area. Again in 2017, the Sulphur Fire took another 158 homes in the Clearlake Oaks and Clearlake Park areas. Winter storms in 2018 pushed Clear Lake to its highest level since 1998, inundating homes, flooding streets and bringing some aspects of life in Lake County to a halt. In the City of Lakeport, an entire recreational vehicle/mobile home park that included about 35 units occupied mainly by Latino farm worker households, was destroyed and the residents were temporarily relocated to a closed resort. Again in 2021 the Cache Creek Fire destroyed a portion of the unincorporated town of Lower Lake. That fire destroyed 56 homes, mostly mobile homes in a park occupied by low-income households. In all, approximately seven percent or 2,100 units of the county's housing stock have been lost over the past seven years. Many families were already living in poverty and the long-term effects of losing their homes and property will continue to present the community with additional challenges, including homelessness.

Lake County Demographics

The U.S. Census Bureau provides the following estimates for July 2021:

Lake County Total Population	68,766
Unincorporated	46,854
City of Lakeport	5,135
City of Clearlake	16,777
Age and Sex	
Persons Under 5	4,057 (5.9%)
Persons Under 18	14,578 (21.2%)
Persons 65 and Over	15,885 (23.1%)
Female Persons	34,383 (50.0%)
Race and Hispanic Origin	
White (not Hispanic or Latino)	47,380 (68.9%)
Black	1,444 (2.1%)
American Indian, Alaska Native	3,094 (4.5%)
Asian	963 (1.4%)
Two or More Races	3,232 (4.7%)
Hispanic or Latino (any Race)	15,129 (22.0%)
Veterans	4,919
Number of Households	25,508
Income and Poverty	
Median Household Income	\$49,254

Per Capita Income	\$29,714
Persons in Poverty	10,934
Children in Poverty	4,370 (29.9%)

Health

Persons Under 65 with Disability	9,352 (13.6%)
Persons Under 65 w/out Health Insurance	6,464 (9.4%)

Education

Persons 25+ with High School Degree	59,276 (86.2%)
Persons with bachelor’s degree & Higher	11,484 (16.7%)

Housing

Number of Units	34,274
Non-owner-Occupied Units	11,071 (32.3%)
Median Gross Rent	\$1,028

Local Governments Data

As required by California law, all three governmental agencies have adopted a 2019- 2027 Housing Element as part of their respective General Plans’ long-term planning documents covering a range of mandatory and discretionary focus areas. Lake County’s two cities plus County of Lake have submitted compliant elements. All three governmental entities do a good job identifying the particularly vulnerable groups, such as single parent households with children, the elderly and the disabled, by numbers and by income groupings, but most of the information was based on outdated 2000 US Census tables. The recently revised 2019 Lake County Housing Element documented homelessness needs, providing data from both the Lake County Continuum of Care (first HUD PIT count 2015) and a local faith- based homeless advocacy group that in 2008 utilized the HUD estimate that at, on average, communities had one to 1.5 percent of its population homeless and any given time. That amounted to 693-959 homeless persons with Lake County in 2008. With the implementation of the Homeless Management Information System (HMIS) in 2021, the LCCoC can relate more current data to local governments.

Point in Time Count Data

In identifying the homeless population, the Lake County Continuum of Care has administered the Point in Time Count homeless survey. This survey is conducted at the end of January throughout the CoC geographic region. There is no standard report format and the chair reports to the LCCoC.

January 27, 2020 PIT Survey Results

Total Number of Surveys	578 (Official County to HUD 527)
Adults	529
Under Age 18	49

Race and Ethnicity

Hispanic/Latino	47 (8.1%)
Non-Hispanic	387 (67%)
Don't Know/Refused	144 (24.9%)
American Indian/Alaska Native	60 (10.4%)
Black	16 (2.8)
Pacific Islander/Hawaiian Native	8 (1.4%)
Asian	2 (.03%)
White	369 (63.8%)
Don't Know/ Refused/Other	124 (21.4%)

A local question was added in 2020 asking if a specific wildfire caused the individual's homelessness. Of the 332 who answered this question 177 people answered yes. The Mendocino Complex fire caused homelessness for 38 people, the Valley Fire 33 respondents, the Sulfur Fire 18, Clayton Fire 7, Rocky/Jerusalem Fires 6, Pawnee Fire 1 and other fires from Northern California 4.

Location Data:

2020 PIT Survey Demographics								
	Total/Sur./Obs.	Male	Female	Other	<18	18-24	25-55	55+
<i>Clearlake</i>	226/139/24	118	94	4	7	19	153	27
<i>Clrke Oaks</i>	32/22/1	20	9	0	0	0	21	8
<i>Kelseyville</i>	12/9/0	6	6	1	1	1	10	0
<i>Lakeport</i>	84/51/7	52	33	13	12	11	39	21
<i>Lower Lake</i>	9/8/1	6	3	0	0	0	4	9
<i>Lucerne</i>	76/53/3	45	29	9	7	3	50	12
<i>Middletown</i>	37/13/6	15	11	3	0	0	13	11
<i>Nice</i>	18/16/0	13	5	0	0	2	9	7
<i>Upper Lake</i>	28/21/1	20	9	0	2	2	17	8

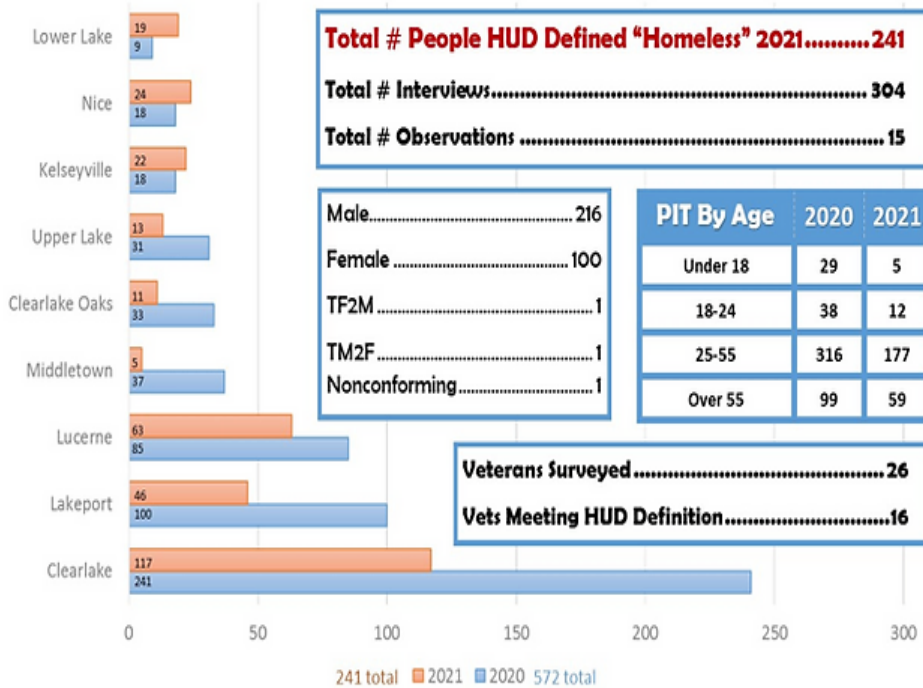
2020 PIT Survey Demographics								
	Vets	Foster Care	Domestic Violence	1 st Time Homeless	Average Years Homeless	Avg. yrs in Lake County	Relatives in Lake County	Non-Habitat
<i>Clearlake</i>	17	42	20	71	2.83	15.86	96	179
<i>Clrke Oaks</i>	3	4	1	8	5.28	16.34	9	19
<i>Kelseyville</i>	0	2	1	5	8.4	26.18	4	6
<i>Lakeport</i>	12	12	11	39	2.71	9.43	31	45

<i>Lower Lake</i>	0	2	0	3	4.02	13.33	6	0
<i>Lucerne</i>	6	12	11	32	2.5	18.88	31	41
<i>Middletown</i>	1	2	3	4	3.64	12.79	5	18
<i>Nice</i>	1	2	2	9	4.64	18.10	8	13
<i>Upper Lake</i>	1	4	1	11	4.66	30.93	17	27

Pit Count 2021

Lake County, CA January 2021 Point In Time (PIT) Results at a Glance

Locations of People Surveyed



Lake County Continuum of Care Point-in-Time Count 2022

The CoC's January 27, 2022 PIT count documented 259 individuals in 242 households were unsheltered on that date. About one-third had a serious mental illness or substance use disorder. Fifteen persons were adult domestic violence survivors. Males outnumbered females by almost two to one. Only one person self-identified as transgender; no other persons self-identified as other LGBTQ. Only 50 percent of unsheltered persons were White non-Hispanic, although 12 percent classified themselves as Latino and a surprising 48 percent identified as Native American. Twenty-two percent of individuals described themselves as chronically homeless.

Nineteen of those 259 unsheltered individuals were minors, with 5 unaccompanied minors. Another 18 persons were unaccompanied youth ages 18 to 24. Of the 23 unaccompanied minors, 13 were male and 10 were female. None identified as LGBTQ. Two of these youth identified as Latino and 16, or 70 percent, identified as Native American. The remaining unaccompanied youth were White/non-Hispanic. None of these youth were identified to be chronically homeless.

Fourteen unsheltered veterans, all in single-person households, claimed to be U.S. veterans. Eleven of those were male. All were White/non-Hispanic except for two Native Americans. Nine veterans identified themselves as chronically homeless; none self-identified as LGBTQ.

Other Homeless Estimates

In general, HUD and other homeless assistance sources allow the use of certain assumptions and extrapolations when quantifying special needs groups, especially when resources, local expertise and assistance, and physical constraints such as rural locations warrant. HUD itself estimates in its publication, [A Guide to Counting Unsheltered Homeless People](#), that at any given point in time the PIT count only captures as many as one-quarter to one-third of adults who are unsheltered homeless.

The affordable housing industry's accepted standard is that a community will have one to 1.5 percent of its population homeless at any given time. Based on Lake County's estimated 2021 population of 68,766, a conservative one percent, or an estimate of 688 homeless persons, can be used. This homeless number also corresponds closely with the 2018 CoC PIT count data and therefore appears reliable.

Veterans:

Another often-used estimate comes from the US Department of Veterans Affairs (VA). According to the VA, generally about one-fourth of the local homeless are veterans. This translates to 172 persons in Lake County if using the 688 homeless persons benchmark. About one-half, or 86, are Vietnam-era veterans, categorizing them as elderly. According to the US Interagency Council on Homelessness, about half of homeless veterans also have a mental illness, typically PTSD or bi-polar disorder.

Three-fourths, or an estimated 129 homeless vets, have problems with alcohol, drugs and/or mental health. Therefore a reasonable assumption is that one-half of the county's homeless veterans likely have co-occurring disabilities or disorders.

Mentally Ill:

According to the US Interagency Council on Homelessness, about one-third of the homeless have untreated psychiatric illnesses. Using the 688 homeless persons estimate, Lake County may have about 229 mentally ill individuals who are homeless and not accessing services. As part of its mission, Lake County Behavioral Health Services provides recovery-oriented services that include assistance with establishing stable housing. Its 2020-2021 Mental Health Services Act Annual Update and Three-Year Program and Expenditure Plan specifies strategic actions in assisting county residents with mental illness, including those with co-occurring (mental health and substance use) disorders. It is also the lead agency for this Action Plan as well as the administrator for the Lake County Continuum of Care.

Chronically Homeless:

Although the VA estimates that at least one-third of homeless veterans meet the definition of chronically homeless, housing advocates use 25 percent as a rule of thumb for the number of chronically homeless among the homeless population. Using the same homeless number of 688 persons, therefore, provides an estimate of 172 persons who are chronically homeless. They are disabled by a mental or physical disorder, and they have been either homeless for a year or more or have had at least four episodes of homelessness in the previous three years. Of this subgroup, at least one-third are generally found to be severely mentally ill. Again, this translates to a current Lake County estimate of 57 persons who meet the NPLH target clientele of the chronically homeless mentally ill. This number is consistent with the 2022 CoC PIT count; data collected are just categorized differently.

Homeless Youth:

The Lake County CoC 2022 PIT count identified several unspecified households with a total of 19 minor children and five unaccompanied minor children as homeless. The PIT count reflects just a day of surveying those experiencing homelessness. The LCCoC also reviews annually the California Longitudinal Pupil Achievement Data System (CALPADS) 5.4 Homeless Students Enrolled Unduplicated Count. This data gives us a better picture of student homelessness. School year August 2021 to June 2022 indicated 546 homeless youth, using the school definition of homelessness. The report also indicated 33 unaccompanied youth.

CALPADS 5.4 Homeless Students Enrolled Unduplicated Count

School Site	Temporarily Sheltered	Hotels/Motels	Doubled Up	Temp. Unsheltered	Total
CA Connect Academy	0	2	0	0	2
Kelseyville Unified School District	7	3	106	4	120
Konocti Unified School District	6	16	167	10	199
Lake County Office of Education Schools	0	1	6	1	8
Lakeport Unified School District	7	13	65	2	87
Lucerne Elementary School District	0	0	16	3	19
Middletown Unified School District	2	1	36	0	39
Upper Lake Unified School District	11	2	56	3	72
Total Count	33	38	452	23	546

PLAN DEVELOPMENT

Challenges

Lake County, CA has a significant housing shortage, especially for extremely low-income families. In 2021 there were 34,274 housing units and 81 building permits were issued. Without an adequate supply of housing units, we simply have no homes for people to live. Beside an inadequate supply, a 2002 study indicated 67% of the housing surveyed required rehabilitation. The General Plan Housing Element Administrative Draft 2019-2027 states “Substandard residential dwellings, secondary structures such as travel trailers and campers connected by extension cords, abandoned buildings, substandard single-wide mobile homes, and lack of infrastructure such as sidewalks, curbs, and paved roads are the “norm” for rural Lake County. Based on physical inspections of Lake County’s housing supply and related properties, as well as the results of data collected, there is a serious need for residential rehabilitation and/or replacement of a significant portion of the existing housing stock. The majority of repairs needed are health-and safety related.”

Lake County being a rural county has challenges locating homeless encampments and once finding those experiencing homelessness, providing them with shelter. The mountainous terrain makes it easy for individuals to set up camps in areas not easily assessable by roads. There are water ways, creeks and ponds, that attract encampments with easily assessable water. Lake County has few resources and long

waiting lists for housing services. This has discouraged a segment of our population from continuously seeking services.

Funding for sustainability is a big problem in Lake County. With minimal assistance from HUD, funding simply isn't available to open and maintain shelters in Lake County. With County of Lake and CoC Cares Act funding we did open a COVID Shelter, but after the initial funding there was not enough funding to maintain the shelter. Local agencies are strained to access additional sponsors, so we continue to struggle to maintain shelter beds.

The Lake County Continuum of Care is also limited in providing funded for programs due to the limited amount of service agencies in the geographic area. Provider agencies who serve those in need have been dealing with crisis after crisis in our geographic region. With massive wildfires, COVID-19, and now inflation for an already poor community the handful of service agencies in Lake County are stretched thin. Providing case management to locate and assist homeless individuals and families get into housing and helping them remained housed requires substantial staff time, that some agencies cannot handle. At the December 2022 General Meeting it was shared that even our Department of Social Services Public Housing Authority is understaffed by 50%. Without staff and proper funding agencies are facing challenges serving the community.

The Lake County Continuum of Care conducted a prioritization survey and a Gaps Analysis in 2021. These two tools helped the CoC with important information for prioritizing services and the goals for this Strategic Plan. The Lake County Continuum of Care 2021 Community Survey requested input to help prioritize services and identify action goals for the CoC. The survey took place from September 3, 2021, to October 31, 2021. Ninety-six community members answered the survey, thirteen identified as LCCoC members, 45 identified as interested community participants, nine were clients or potential clients of CoC services, and nine identified as other. The survey helped set priorities in housing project types and services, along with EHV and CES priorities.

The Gap Analysis, which was based on the last Strategic Plan goals was presented in September 2021 to the General Members. It was not a comprehensive gap analysis and as the Performance Review Committee starts the new review process in 2023, a comprehensive Gap Analysis will be written at the end of 2023.

Resources

The following housing resources have been identified in Lake County.

Lake County Department of Social Services
CalWORKS Permanent Housing Assistance (PHA).
CalWORKS Temporary Homeless Assistance. (THA).
Housing Authority Emergency Housing Vouchers (EHV).
Home Safe Program

North Coast Opportunities (NCO)

New Digs Lake County - Emergency Solutions Grant (ESG) Rapid Rehousing Program.
NCO assists with the CalWORKS Housing Support Program (HSP).
NCO Disaster Case Management.

Lake County Behavioral Health Department

Lake County Behavioral Health managed care housing for residents who are homeless with substance abuse disorders (SUDS) and/or mental health disorders.
Permanent housing subsidies for mental health clients.

Redwood Community Services

TULE House is an eight-bed residential perinatal treatment program.
H.O.M.E. SLE –Sober living environment for pregnant or parenting moms.
N.E.S.T. Transition living program for 18-25-year-old pregnant or parenting individuals and/or couples.

Lake Family Resource Center

Freedom House - domestic violence shelter
Housing First Program Rental Assistance

Adventist Health Restoration House

Restoration House is a 10-bed facility for individuals 18 years of age or older who have a complex medical need requiring housing. This is medical housing with specifications, is for individuals who need a place to heal.

Hope Center

The Hope Center is a transitional housing facility that will offer housing and services for 20 adults 18 and older.

People Services, Inc

Konocti Connections, supported living program

Migrant Farmworker Housing

Rural Communities Housing Development Corporation Rental Housing

Lake County Native American Tribal Housing Programs

Big Valley Rancheria Housing assists BVR members with: Rental rehabilitation, rental units, tenant rental deposit assistance, safety and security services and enhancements.

Elem Indian Colony Pomo assists members with: down payment assistance, off reservation housing, rent, and rent to own and lease option housing.

Habematolel Pomo of Upper Lake assists members with: Homeowners rehabilitation assistance program, disaster emergency home repair program, homebuyer assistance program and student rental assistance program.

Koi Nation of Northern California Lower Lake Rancheria, Pomo of Sonoma County has their tribal government Offices based in Santa Rosa, CA.

Middletown Rancheria assists tribal members with: housing rehabilitation and temporary rental or mortgage payments.

Robinson Rancheria Housing Department Assistance Programs offer: Rental assistance, relocation assistance, down payment assistance, on reservation home repair program and off reservation home repair program.

Scotts Valley Band of Pomo offers tribal members housing supportive services and Safe House shelter.

Permanent Housing Programs

Habitat for Humanity.

Rural Communities Housing Development Corporation.

Wildfire Survivors Disaster Case Management.

*These programs require a stable income and are directed towards low to moderate incomes.

Local Service Resources for our Homeless

The U.S. Department of Veterans Affairs

Health Care for Homeless Veterans (HCHV) Program.

HCHV also coordinates with the Supportive Services for Veteran Families (SSVF) program, North Bay Veterans Resource Center is Lake County's SSVF program.

San Francisco Veterans Affairs Medical Center has three designated Homeless Programs Social Workers for Lake County that are based out of VA Santa Rosa Community Based Outpatient Clinic, a Coordinated Entry Specialist, an HCHV Social Worker and a Veterans Justice Outreach Coordinator (excluding HUD-VASH).

Sunrise Special Services Foundation

Sunrise Services, identify and support housing interventions.

North Coast Energy

Home Energy Assistance Program HEAP

Redwood Community Services

RCS runs Harbor on Main, a teen program that assists youth in Lake County. It offers youth a place to go for support, hygiene materials and meals.

Lake County Office of Education

Healthy Start Program – McKinney Vento school supports.

Note- All school district's have a McKinney Vento Liaison.

Pop Up Care Shower Project

Mobile shower unit.

STRATEGIC GOALS

Goal One

The Lake County Continuum of Care will strengthen collaboration, communication, and commitment with the Lake County community to address homelessness in an equitable, inclusive, and culturally responsive way.

The first strategic goal has four objectives, the first objective is to strengthen our collaboration with our community partners. With the use of Homeless Management Information System (HMIS) and the roll out of the Coordinating Entry System (CES) in 2023 it is important to have commitments in place. The first action step is to have Memorandums of Understanding (MOU) signed with member agencies and organizations. This will establish solid agreements between agencies, organizations and the LCCoC.

The second objective is to expand communication with agencies and organizations that are not yet members of the LCCoC. We see the need to work with all health providers, county and city law enforcement, county planning, city planning, social services, churches, schools, senior centers, business clubs/organizations (including Real Estate agents), tribal nation housing programs, migrant programs, and all underserved groups who work with families and individuals at-risk of becoming or are experiencing homelessness. To achieve improving communication the action step is creating a marketing plan, with the hope of drawing more service providers to the LCCoC.

The third objective is to recruit individual and agency members to provide cultural diversity to the CoC. The LCCoC will first create bilingual and culturally appropriate outreach materials. With appropriate materials the CoC will then contact tribal nations, churches, youth groups, seniors, NAACP, the Latino Community, LGBTQ+, people who are homeless or have lived experience, veterans, people in recovery or with substance abuse disorders and any other diverse group identified in Lake County. With this outreach effort we hope to add more voices to the CoC. Understanding the community, through inclusive membership, will help the LCCoC create more effective services

The fourth and final objective for the first strategic goal is to develop a public awareness campaign. The Lake County Continuum of Care needs to do a better job defining its purpose to the residents of Lake County. The materials developed will include explaining the role of the LCCoC in ending homelessness, as well as defining homelessness in Lake County.

Along with informing the community about the CoC there are two mandates, Housing First and Coordinated Entry, that need to be introduced to the community. The State of California mandated Housing First, the main principal being people experiencing homelessness need housing first and foremost. Housing is a key component to an individual's health and stability. The State's Housing First requirement

was declared via the provisions of California's Welfare and Institutions Code Section 8255 which establishes the State of California's Housing First expectations. Under a Housing First model, admission to homeless assistance projects (funded with any amount of direct or passthrough HUD funding or State homeless assistance funding) shall not be contingent on enrollment prerequisites that present barriers to a participant's safe and rapid access to housing or services. This means that programs may not require clients to participate in a specific service plan, achieve or maintain sobriety, or "comply" with any service expectations in order to receive or as a condition of receiving housing assistance.

The LCCoC also needs to inform the community and clients about the Coordinated Entry System, which is a United States Housing Urban Development (HUD) requirement for Continuums of Care. This is a gateway priority system to service, based on vulnerability and need. The Coordinated Entry System principal is to help create a fair and equitable service delivery system with HUD funding.

Goal Two

The Lake County Continuum of Care will ensure equitable access to housing programs.

The first objective under this goal is in increasing awareness about equitable housing access. To achieve this goal the LCCoC Executive Committee will attend trainings. Professional development trainings on equity and cultural competency in housing will also be offered to general members and service providers. Educational trainings are the first step in understanding the disparities in housing.

The second objective is to learn more about Lake County housing needs to improve housing solutions. The LCCoC plans to hold a focus group with community members that have lived experience in identifying and addressing barriers to housing. Listening to the personal stories of those who are and have been homeless will enrich the knowledge of the LCCoC. Services need to be client centered and driven with the goal of improving access to housing programs.

The LCCoC plans to hold round table discussions with underserved community members to listen to their needs and ideas for improvement. Meeting with youth, the LCCoC youth working group can team up with the RCS Harbor Youth Advisory Board, to work on a framework for youth housing. Working together these two youth resources can work specifically on housing ideas and solutions for assisting fellow teens and transitional youth. There is separate HUD funding for collaborating youth planning endeavors.

Round table discussions will also include senior centers, tribal nations, LCBHS Peer Center's for those with lived experience, SUDS rehab housing programs,

Latino coalitions, NAACP, and LGBTQ+ clubs. Reaching out and meeting with underserved community members through organizations, clubs, and groups, for housing solutions will help the LCCoC in planning and distributing the funds equitably.

The third objective in ensuring equitable access to housing is to evaluate LCCoC funded housing programs. Through the work of the Performance Review Committee the Executive Committee can monitor equity in the LCCoC funded programs. The Performance Review Committee is in the final stages of formalizing the standardized evaluation reporting forms. With regular reviews the LCCoC will identify programs with equitable access and those who need to improve equity in their programs.

Goal Three

The Lake County Continuum of Care will expand collaboration and strategic partnerships with homeless and direct service providers (Lake County Community HUB) focusing on health, employment, and asset building

This Strategic Goal's objectives will focus on services provided by the LCCoC. The first objective is initiate prevention and diversion programs. Without abundant affordable housing, the shortage will leave a portion of Lake County residents homeless. The LCCoC will have the opportunity with available funding through the Housing and Homelessness Incentive Program (HHIP) Partnership Health Plan to allocate grant funding to prevention and diversion programs to help at-risk families remain housed. This program offers funding that will allow us to initiate new programs, that working with the community we hope to initiate inventive ideas to assist families.

The second objective under goal three is to expand LCCoC programs to include concrete supports focusing on health, safety, employment, and financial asset building. The LCCoC collaborating with the Lake County Community HUB and Peer Centers has the unique opportunity to reach the homeless population and offer client-oriented services with comprehensive case management. Expanded Pathway coordination of health care and personal chosen services, through community partners will enrich client's overall well-being.

The second action step in expanding health and safety will be to fund street programs that will collaborate and team up with health care providers. With HHIP the LCCoC now has the opportunity to fund street outreach programs emphasizing connections with health care professionals, that will provide health care for people experiencing homelessness. This action step was the highest priority for services, from our community survey fall of 2021. To be able to meet people where they are at and on their terms will gain mutual respect in our community.

The third objective for expanding collaboration and partnerships will be to increase collaboration with entities working in the field, including nonmember providers. The CoC needs to work with all entities in Lake County that provide any type of service to at-risk

of and homeless residents. Reaching out to these providers and offering trainings, grant notifications and sharing data will help build connections and ultimately services in the community.

Goal Four

The Lake County Continuum of Care will expand housing solution opportunities, working towards the end goal of housing the chronically homeless in permanent supportive housing.

The first objective in goal four is to focus on planning. The Continuum of Care will collaborate with County and City governments, tribes, and member agencies on the development of a formal housing plan to address: Emergency and temporary housing (safe parking areas, tiny home villages), youth and transitional housing, and permanent housing for extremely low-income families. The opportunity for planning shelter and alternative types of housing will be available with the Housing and Homelessness Incentive Program (HHIP). The LCCoC will be able to hire development consultants to write a formal plan with step-by-step instructions, provide technical assistance including cost analysis, on how Lake County can create emergency and temporary housing, youth and transitional housing, and permanent housing. Planning is the foundation for housing projects and representation for the extremely low-income is needed.

The second action with planning is creating a housing planning advisory board with the County of Lake, City of Clearlake, Lakeport, tribal nations and interested individuals and agencies. An advisory board will be instrumental in putting forth the necessary questions and requirements the County of Lake and the LCCoC and any other interested entity would have, to the hired consultants for the at-risk of and homeless housing projects. The advisory board would be the entity that would receive and disseminate the report information to the County of Lake, Clearlake and Lakeport, Lake County Tribes and the LCCoC. The board would have the responsibility to write recommendations for housing projects, that if approved would become part of the General Plan Housing Element. This board would also address emergency shelter services and shelter stability, making recommendations to the Board of Supervisors and the LCCoC Executive Committee.

The second objective is addressing shelter capacity. Lake County is one of the lowest counties in California in providing shelter beds. The second objective is to try to maintain 50 emergency shelter and/or transition beds in Lake County. Lake County had a setback, losing 30 beds, with the COVID-19 shelter in the Lakeport area closing in September 2022. Operating a shelter in Lake County is cost prohibitive with current allocations from HUD and the State HHAP funds. Grant funding is not stable in amounts or time of allocations for small agencies to operate successfully. To protect Lake County residents during the cold months warming shelters have operated in the Lakeport area.

Shelter capacity is very limited in Lake County and serve only adults (over 18). There is need for broader options to include families. Children add to shelter operational costs, from additional safety requirements by HUD. The LCCoC needs more creativity when applying for State funds, coming up with approved alternative uses for funding, so agencies can offer some sort of shelter to families with children in the winter months. Another step the LCCoC could take is to increase support for families and transition age youth by committing to increase the 8% youth set-aside to a minimum of 10%. This will allow more provider time and money to be spent on families and transition aged youth.

The LCCoc will be working on these four goals for the next three years. The main emphasis in this plan is gathering information about Lake County and planning for sustainable housing and shelter development, to end homelessness. Please see the following pages for the plan format.

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Strategic Goal One - The Lake County Continuum of Care will strengthen collaboration, communication, and commitment with the Lake County community to address homelessness in an equitable, inclusive, and culturally responsive way.

Objectives	Action Steps	Responsible Parties	Time Frame	Process and Measurable Outcomes
Objective 1. Strengthen partnerships with agencies and organizations providing services to individuals and families experiencing homelessness.	Action 1. Memorandum of Understanding with member agencies and organizations.	Lead Agency, Executive Committee, and agency and organization members.	May 2023 and Annually thereafter by June 30 th .	<i>Process</i> 1.) Create MOU, 2.) Signatures with agencies. <i>Measurable Outcomes</i> 1.) 80% Signed MOU's May 2023,
Objective 2. Expand collaboration with agencies and organizations who are not yet members of the LCCoC.	Action 1. Conduct target marketing to all Lake County agencies and organizations that serve individuals and families at-risk or experiencing homelessness.	Executive Committee, Lead Agency and LCCoC members.	Marketing Campaign Completed Annually By June 2023, 2024 and 2025.	<i>Process</i> 1.) Create a marketing plan, 2.) Initiate and document marketing activities. <i>Measurable Outcome</i> 1.) Increase Number of new individual and agency members by 15% each year.
Objective 3. Recruit members to provide cultural diversity.	Action 1. Conduct culturally appropriate and bilingual outreach, include tribal nations, churches, youth groups, senior centers, NAACP, Latino groups, the LGBTQ+ community and other diverse populations.	Executive Committee, Lead Agency and all LCCoC members.	Summer Outreach Annually 2023, 2024, 2025	<i>Process</i> 1.) Create bilingual culturally appropriate outreach materials, 2.) Distribute materials and document outreach. <i>Measurable Outcome</i> 1.) Annually add 5 new members by race, ethnicity, gender, sexual orientation, and other diverse groups.

<p>Objective 4. Develop a public awareness campaign.</p>	<p>Action 1. Create and distribute materials that 1.) educate the Housing First principals and Coordinated Entry System, 2.) an asset building guide for clients and providers.</p>	<p>Executive Committee and Lead Agency.</p>	<p>Develop Materials By August 30th, 2023 and edit annually.</p>	<p><i>Process</i> 1.) Create educational materials, 2.) Distribute materials, 3.) Annual Community Survey. <i>Measurable Outcomes</i> 1.) Public has better understanding of LCCoC services.</p>
	<p>Action 2. Hold culturally appropriate public forums.</p>	<p>Executive Committee and Lead Agency.</p>	<p>Hold first Public Forum by October 1, 2023 Ongoing.</p>	<p><i>Process</i> 1.) Identify groups, 2.) Host forums, 3.) Pre / post meeting surveys. <i>Measurable Outcomes</i> 1.) Improve LCCoC Understanding By 20%.</p>

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Strategic Goal Two - The Lake County Continuum of Care will ensure equitable access to housing programs.

Objectives	Action Steps	Responsible Parties	Time Frame	Process and Measurable Outcomes
Objective 1. Increase awareness by offering professional development on equity and cultural competency in housing.	Action 1 The Executive Committee will attend trainings on Equitable Housing.	Executive Committee and Lead Agency.	Annually Sept 2023,2024, 2025	<i>Process</i> 1.) Executive Committee will attend trainings. 2.) Document trainings attended. <i>Measurable Outcome</i> 1.) Committees will review policies and procedures.
	Action 2 Equitable Housing Trainings will be offered to service providers and General Members.	Executive Committee, Lead Agency, service providers and General Members.	Ongoing.	<i>Process</i> 1.) Plan trainings, 2.) Provide trainings on equitable services. <i>Measurable Outcome</i> 1.) Track attendance, 2.) Training pre/post Survey with 10% improvement.
Objective 2. Expand housing solutions for all people experiencing homelessness in Lake County by gaining knowledge of their needs and ideas for improved housing.	Action 1 The LCCoC will host a focus group with people experiencing homelessness and lived experience.	Executive Committee and Lead Agency.	Winter 2023, 2024 and 2025 at warming center locations.	<i>Process</i> 1.) Plan focus groups, 2.) Host focus groups. <i>Measurable Outcome</i> 1.) Track Attendance. 2.) Add one new Recommendation annually to the Strategic Plan.
	Action 2 The LCCoC will identify and meet with diverse populations for cultural roundtable discussions about housing solutions.	Executive Committee and Lead Agency	Summer 2023, 2024 and 2025.	<i>Process</i> 1.) Identify populations, 2.) Plan meetings, 3.) Host meetings. <i>Measurable Outcome</i> 1.) Track attendance, 2.) Add 1 new member to the CoC, 3.) Pre/post survey increase knowledge base by 10%.

<p>Objective 3. Ensure equitable access to housing with member agency programs.</p>	<p>Action 1. Evaluate agencies program performance using The Performance Review Committee standardized evaluation materials, for effectiveness and equity fairness.</p>	<p>Lead Agency, Executive Committee and LCCoC member agencies.</p>	<p>Ongoing Every Fall</p>	<p><i>Process</i> 1.) Performance Committee Review of Program, 2.) Report To Executive Committee. <i>Measurable Outcome</i> 1.) Set annual goal per data review and improve equity by 15% with LCCoC Programs.</p>
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Strategic Goal Three –The Lake County Continuum of Care will expand collaboration and strategic partnerships with homeless and direct service providers (Lake County Community HUB) focusing on health, employment, and asset building.

Objectives	Action Steps	Responsible Parties	Time Frame	Process and Measurable Outcomes
Objective 1. Initiate prevention and diversion programs.	Action 1 Fund training and projects for Prevention and Diversion programs.	Executive Committee, Lead Agency and LCCoC service providers.	As funding becomes available 2024.	<i>Process</i> 1.) Contract with Grantees for services. 2.) Provide trainings on Housing Problem Solving. <i>Measurable Outcome</i> 1.) 50 Individuals/ families per year are served by LCCoC programs.
Objective 2. Expand LCCoC programs to include concrete supports focusing on health, safety, employment, and financial asset building.	Action 1 Increase funding for comprehensive case management with concrete supports and in-person referrals.	Executive Committee, Lead Agency, and LCCoC service providers.	Annual Review of Service Data Fall 2025 and 2026.	<i>Process</i> 1.) Increase providers contracts to include case management services, 2.) Document services. <i>Measurable Outcomes</i> 1.) Increased referrals and direct services by 15% annually.
	Action 2 Fund street programs that will collaborate and team up with health care providers.	Executive Committee, Lead Agency, LCCoC street outreach providers and medical providers.	2024-2025	<i>Process</i> 1.) Team up with health professionals, 2.) Document services. <i>Measurable Outcome</i> 1.) Increased health care and better health for clients.
Objective 3. Increase collaboration with entities working in the field, including nonmember providers.	Action 1 Offer the following supports: data analysis, trainings, grant notifications, and collaboration.	Executive Committee, Lead Agency, homeless service providers and mainstream direct service providers.	Ongoing	<i>Process</i> 1.) Identify service providers, 2.) offer and document supports. <i>Measurable Outcomes</i> 1.) Annual increase of 15% engagement with mainstream agency service providers.

Strategic Goal Four – The Lake County Continuum of Care will expand housing solution opportunities, working towards the end goal of housing the chronically homeless in permanent supportive housing.

Objectives	Action Steps	Responsible Parties	Time Frame	Process and Measurable Outcomes
<p>Objective 1. Collaborate with city, county and tribal governments on the development of a formal housing plan addressing emergency and temporary housing solutions; including safe parking areas, tiny home villages, youth and transitional housing, and permanent housing for extremely low-income families.</p>	<p>Action 1 Hire consultants to write a formal plan with step-by-step instructions, provide technical assistance including cost analysis, on the creation of sustainable emergency and temporary housing solutions in Lake County.</p>	<p>Executive Committee, Lead Agency, County of Lake Representatives, City of Clearlake and Lakeport, tribal nations, and interested individuals, entities, and agencies.</p>	<p>2025</p>	<p><i>Process</i> 1.) Search for consultant, 2.) Contract consultant, 3.) Receive and review housing solutions plan, 4.) Make recommendations to add to the Housing Element. <i>Measurable Outcomes</i> 1.) Increase housing solutions by 25%.</p>
	<p>Action 2 Create a housing planning advisory board with the County of Lake.</p>	<p>LCCoC Members, Lead Agency, County of Lake, and Interested Community Members.</p>	<p>2024</p>	<p><i>Process</i> 1.) Form a housing board, 2.) Review all pertinent data and create a sustainable housing plan. <i>Measurable Outcomes</i> 1.) Add 20% to emergency and temporary housing inventory.</p>
<p>Objective 2. Maintain 50 emergency shelter and/or transition beds in Lake County.</p>	<p>Action 1 Prioritize appropriate funding sources towards shelter and transition beds.</p>	<p>Executive Committee, Lead Agency and LCCoC Providers.</p>	<p>Ongoing</p>	<p><i>Process</i> 1.) Prioritize grant funding towards maintaining or creating emergency and transition beds in Lake County. 2.) Create a permanent emergency shelter, partnering with cities, county, and tribes. <i>Measurable Outcomes</i> 1.) A funded permanent emergency shelter for 30 additional beds in Lake County.</p>

Appendix

- 1.) Membership List
- 2.) Housing Inventory Count (HIC) edited version

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Plan Stages

10/18/2022 Initial rough draft of goals 1 and 2 approved by Strategic Planning Committee
11/14/2022 Initial rough draft of goals 3 and 4 approved by Strategic Planning Committee
12/20/2022 Rough goals (objectives and actions steps) approved by Executive Committee
01/05/2023 Goals presented to General Membership
01/17/2023 Draft Strategic Plan with edits sent to Executive Committee

Membership List

Agencies

- 1.) Adventist Health
- 2.) Department of Veterans Affairs
- 3.) Employment Development Department
- 4.) Hope Rising
- 5.) Hospice
- 6.) Konocti Reality
- 7.) Konocti Senior Center
- 8.) Lake County Behavioral Health Services
- 9.) Lake County Department of Social Services
- 10.) Lake County Office of Education
- 11.) Lake County Public Housing Authority
- 12.) Lake County Housing Commission
- 13.) Lake Family Resource Center
- 14.) Mendocino Community Health Clinics
- 15.) Nation's Finest
- 16.) North Coast Opportunities
- 17.) Paragons
- 18.) Partnership Health Plan
- 19.) People's Services
- 20.) Red Cross
- 21.) Redwood Community Services
- 22.) Restoration House
- 23.) Sunrise Special Services
- 24.) Sutter Lakeside Hospital
- 25.) Worldwide Healing Hands

Housing Inventory Count (HIC)*

Year	Organization	Project Name and Type	Bed Type	Veteran Beds w/o Children	Year Round Beds
2022	Adventist Health	Project Restoration TH			10
2022	Elijah House Foundation	Emergency Shelter EHF (HHAP 1)	Facility-Based Beds		35
2022	Elijah House Foundation	RRH (ESG-CV)			2
2022	Hope Rising	Hope Center TH (HHAP 1)			20
2022	Lake County Behavioral Health Ser.	MHSA	Other Beds		8
2022	Lake County Dept. Social Services	Housing Choice			224
2022	Lake County Housing Commission	VASH		15	15
2022	Lake Family Resource Center	Freedom House	Facility-Based beds		31
2022	Nation's Finest	Rapid Rehousing SSVF		12	12
2022	North Coast Opportunities (NCO)	New Digs RRH (ESG)			8
2022	NCO	New Digs FEMA NCS (EFSP)	Other Beds		3
2022	NCO	New Digs RRH (CESH)			2
2022	NCO	New Digs RRH (HSP)			85
2022	Redwood Community Services	NEST SLE			10
2022	Redwood Community Services	HOME SLE (HEAP)			16
2022	Sunrise Special Services	Rapid Rehousing (CESH)			2
				Sum = 27	Sum = 483

*Selected columns, more information is available.