



Lake County Continuum of Care

United States Department of Housing and Urban Development (HUD) Designation CA-529

Strategic Plan 2024-2026

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.

Adopted 2/1/2024

Revision History:

11/20/2020 2020-2023 Plan Adopted

12/20/2022 2024-2026 First Rough draft approved by Executive Committee

01/05/2023 Goals presented to General Membership

01/17/2023 Draft Plan with recommended edits sent to Executive Committee

01/18/2024 Revised Draft approved by the Strategic Planning Committee



CONTENTS

Summary

LCCoC Organization

- Leadership
- Membership
- Committees
- Purpose

Lake County Homelessness

Definition of Homelessness

- HUD Definition
- State of California Definition
- Students Experiencing Homelessness
- HUD CoC PIT and HIC Counts; Sheltered and Unsheltered Homeless
- Summary on Homeless Definition

Local Landscape

County Demographics

Local Governments Data

Point in Time Counts Data

Other Homeless Estimates

Other Challenges

Strategic Goals and Objectives

Strategic Layout

SUMMARY

This is a very exciting time in Lake County for aligning resources. The 2024-2026 Strategic Plan will cover a time of considerable growth for the Lake County Continuum of Care. Lake County residents experiencing homelessness have expanded services and access points utilizing the Hope Center Shelter, Xamitin Haven Emergency Shelter, Lake County Community HUB Pathways project, and Lake County Behavioral Health Services (LCBHS) Peer Support Centers. These projects optimize outreach and referral efforts and are building strong connections with people experiencing homelessness.

The Lake County Continuum of Care Strategic Plan hopes to build a strong continuum of housing services for those at risk of losing their homes and for people experiencing homelessness through community collaboration. This plan will cover a range of housing services, from prevention services to finding permanent housing solutions.

Lake County has solid resources to identify and connect with people who are experiencing homelessness. Lake County Behavioral Health Services Peer Support Centers, Lake County Community HUB, and Pathways HUB are the foundation for reliable engagement. The LCBHS Peer Centers are drop-in sites for people experiencing homelessness, offering services and Coordinated Entry System (CES) access. The centers have been established for a few years and have built trust and rapport with clients. The Lake County Community HUB Pathways project is Administered by Adventist Health and supported by the CoC and LCBHS. It launched Coordinated Entry System access in April 2023. The Pathway HUB helps share vital information with collaborating agency case managers, who work alongside clients, creating streamlined healthcare and housing action plans.

The Homeless Management Information System (HMIS), the Coordinated Entry System (CES) and Pathways HUB data entry will be very beneficial in identifying clients and their needs. These informational systems will expedite appropriate referrals to services and prioritize clients for housing services.

Lake County is fortunate to have shelter options. The Hope Center offers transition housing in the City of Clearlake; Restoration House is a transitional housing and respite facility for medically vulnerable community members; the Lake Family Resource Center Domestic Violence shelter houses victims of domestic violence; the Nest is a fifteen-month transitional residential living program for pregnant transition-aged youth, and the new Xamitin Haven Emergency Shelter in the City of Lakeport. The Lake County Continuum of Care (LCCoC) and the County of Lake joined resources to support the Redwood Community Services (RCS) Xamitin Haven Emergency Shelter, which opened on December 1st, 2023. Xamitin Haven is a 24-hour shelter serving 35 guests on the County of Lake property in Lakeport. Providing Shelter support is a goal listed in the LCCoC Strategic Plan.

The Lake County Continuum of Care ensures equity in all housing projects. The Executive Committee will oversee the integrity of funded projects and regularly evaluate data for equity service delivery with this plan.

This strategic plan will build a stronger CoC, which will network with the community to work more cohesively with Lake County residents experiencing homelessness. To strengthen the CoC organization, recruiting a wide range of diverse members and expanding communication throughout the County is vital. With a more robust framework, the CoC can work towards various housing solutions for the County. The strategic goals will center on communication, collaboration, networking, prevention, equitable housing opportunities, maintaining shelter beds, expanding temporary housing solutions, and establishing permanent housing.

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. Members include:

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

The LCCoC Executive Committee is representative of the relevant organizations, agencies and projects serving homeless subpopulations required by HUD, which are chronic substance abusers, chronically homeless individuals, chronically homeless 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 membership types. Members can apply under an agency membership or as an individual membership. Membership applications are posted on the LCCoC Website, and the membership type is specified. Membership allows agencies and individuals the right to vote on LCCoC Agenda Items. Voting Members include:

Adventist Health, American Red Cross, Board of Supervisors, Community at Large Members, City of Lakeport, Department of Social Services, Employment Development Department, Hope Center, Lake County Behavioral Health Services, Lake County Office of Education, Nation Finest, North Coast Opportunities, Project Restoration, Redwood Community Services, Scotts Valley Band of Pomo Indians, Sunrise Special Services, Veterans Affairs and Woodland Community College

Administrative Entity

While the LCCoC consists of multiple agencies that serve as the organization's primary decision makers, the LCCoC Administrative Entity's role is to meet reporting requirements and provide financial oversight, as set forth by the US 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 and 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 elected by the general membership who 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
- Performance Review 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 fulfil their

obligations to the LCCoC. Each committee and working group are detailed in our Governing By-Laws 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 USC 11381-11389).

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

- 1.) Promote community-wide 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, and 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 or the Point in Time (PIT) Count.

LAKE COUNTY HOMELESSNESS

Homeless Definition

Understanding the definition of homelessness is essential in assessing the community needs related to 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 US 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 an emergency shelter or place not meant for human habitation immediately before entering the 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 a lease, ownership interest, or occupancy agreement in permanent housing at any time during the last 60 days*
- *Have experienced two or more moves during the previous 60 days*
- *Can be expected to continue in such status for an extended period because of chronic disabilities, chronic physical health or mental health conditions, 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 escape 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 include 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 to determine local needs for the HHAP and other program allocations. However, 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 the adoption of an official definition of the homeless. One such recent definition was contained initially 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 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 the federal McKinney-Vento Homeless Assistance Act (as amended) by reference. 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 the 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 financial 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 live more than 1.5 people per room, as defined by the US Census Bureau;

(F) Is exiting a publicly funded institution or system of care (such as a healthcare 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 the 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 USC 5732a(3)), section 637(11) of the Head Start Act (42 USC 9832(11)), section 41403(6) of the Violence Against Women Act of 1994 (42 USC 14043e- 2(6)), section 330(h)(5)(A) of the Public Health Service Act (42 USC 254b(h)(5)(A)), section 3(m) of the Food and Nutrition Act of 2008 (7 USC 2012(m)), or section 17(b)(15) of the Child Nutrition Act of 1966 (42 USC 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 USC 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 USC 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 four (4) separate occasions in the last three (3) years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least seven (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 a break in homelessness. Still, 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) This 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 benefiting unaccompanied youth through age 24.

Students 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 by CoCs when conducting PIT counts for unsheltered individuals. For this particular population, the term "homeless children and youths."

(A) This 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 US Department of Housing and Urban Development (HUD) has required each Continuum of Care to conduct a Point Time (PIT) count. It is a local count done on a chosen January day (exemptions may be granted for specific emergencies) each unevenly 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 has since opted to conduct a PIT count annually. HUD also requires that each CoC work an annual Housing Inventory Count (or HIC), which 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 into 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 individuals who, for whatever reason, did not use designated 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 doubled-up or couch surfers or those residing in institutions at the time of the PIT count. However, 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. 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:

- The household has been provided with 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
 - The 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 residents, of which about 9,500 are school-aged children. Its economy is based mainly 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. Meagre incomes and the past seven years with several natural disasters have severely impacted residents and housing.

The natural disasters that Lake County has endured have resulted in the loss of 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 farmworker households was destroyed, and the residents were temporarily relocated to a closed resort. Again, in 2021, we had the Cache Creek Fire in the City of Clearlake, which 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 US 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. Lakeport, the City of Clearlake, plus the 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 people with disabilities, by numbers and by income groupings. By implementing the Homeless Management Information System (HMIS) in 2021, the LCCoC can provide current geographical 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 will be conducted throughout the CoC geographic region at the end of January. The Lake County Continuum of Care has been consistent in doing a yearly count. The past four years numbers are:

	2023	2022	2021	2020
Total Emergency Sheltered	110	54	25	8
Total Transition Sheltered	91	28	50	13
Total Unsheltered	290	259	231	336
Total Count	491	339	308	357

The PIT Count allows the LCCoC to add local questions to get a better understanding of homelessness in Lake County. 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, the Clayton Fire 7, the Rocky/Jerusalem Fire 6, the Pawnee Fire 1, and other fires from Northern California 4.

PIT count information can be found on the LCCoC website under Committees. Choose the Point in Time Committee, and you will find past statistical data on both PIT and HIC Counts. The Housing Inventory Count (HIC) is a point-in-time inventory of provider programs within a Continuum of Care that provide beds and units dedicated to serving people experiencing homelessness (and, for permanent housing projects, were homeless at entry, per the HUD homeless definition).

Other Homeless Estimates Using the 2023 PIT Count

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](#): 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.

Using the 2023 PIT count, with a total of 491 people experiencing homelessness, we can offer the following estimates.

Veterans:

An 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. Using the 2023 PIT total of 491, this translates to approximately 123 veterans who are experiencing homelessness in Lake County. About one-half of these 123 veterans are Vietnam-era veterans, so approximately 62 veterans.

According to the US Interagency Council on Homelessness, about half of the homeless veterans will have a mental disability, typically PTSD or bipolar disorder. Three-fourths, or an estimated 93 veterans experiencing homelessness in Lake County, will have problems with substance use and behavioural health issues. Therefore, a reasonable assumption is that one-half of the County's homeless veterans likely have co-occurring disabilities or disorders.

Behavioral Health:

According to the US Interagency Council on Homelessness, about one-third of the people experiencing homelessness in Lake County will have an untreated psychiatric illness. Using the PIT Count total from 2023 of 491 identified persons, Lake County has approximately 164 individuals who need behavioural health 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 health services, including those with co-occurring (mental health and substance use) disorders. It is also the lead agency for this Action Plan and 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 PIT Count 2023 total of 491 individuals, the chronically homeless estimate is 123 people experiencing chronic homelessness. Chronically homeless is defined as either being homeless for a year or more or having had at least four episodes of homelessness in the previous three years.

Justice Involved:

According to the Lake County Probation Department, they identified 112 participants experiencing homelessness. This was a combination of participants that were supervised and unsupervised by probation. Either way participants were engaged with housing navigation services in some capacity.

Homeless Youth:

The Lake County CoC 2023 PIT count identified five (5) children 0-17 years of age and 13 transitional-aged youth 18-24. The PIT count reflects just a day of surveying those experiencing homelessness, so counting youth is difficult if they are attending school the day of the count. To further understand youth housing, the LCCoC also reviews the California Longitudinal Pupil Achievement Data System (CALPADS) 5.4 Homeless Students Enrolled Unduplicated Count annually. This data gives us a better picture of student homelessness. Academic Year 2022 to 2023 identified 687 students under the school definition of homelessness. The report also indicated 33 unaccompanied youth. Please see the chart below.

CALPADS 5.4 Homeless Students Enrolled Unduplicated Count 2022-2023

Grade	Total by Grade	Temporary Shelters	Motels/ Hotels	Doubled Up	Unsheltered	Unaccompanied Youth – (Separate total)
KN	93	9	2	82	0	0
01	69	2	4	62	1	0
02	46	3	4	39	0	0
03	55	2	3	47	3	0
04	59	2	3	53	1	0
05	45	3	6	36	0	0
06	42	4	3	34	1	0
07	57	6	2	47	2	1
08	41	4	2	34	1	1
09	35	4	1	29	1	2
10	39	2	2	33	2	4
11	58	6	1	47	4	11
12	48	4	2	33	9	14
ALL	687	51	35	576	25	33

Justice Involved Youth:

There was no justice involved youth identified as experiencing homelessness. When probation youth and their families struggle with homelessness, Lake County Probation staff work with Lake County Office of Education (LCOE), Redwood Community Services (RCS), and Department of Social Services to address this challenge. The Department of Social Services has programs that provide homeless assistance. LCOE and RCS work tirelessly with the families to link them with mental health, physical health, and counseling services. Additionally, these agencies help families navigate homelessness assistance and housing options. Probation meets with the youth and their family to develop a case plan. Part of the case plan outlines barriers and resolutions for challenges such as homelessness. With the support of service providers and utilization of case plans, youth and their families overcome challenges such as experiencing homelessness and can accomplish the case plan goals.

Other 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 to house people. Besides an inadequate supply, a 2002 study indicated that 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 finding those experiencing homelessness, providing them with shelter. The mountainous terrain makes it easy for individuals to set up camps in areas not easily accessible by roads. There are waterways, creeks and ponds that attract encampments with easily accessible water. Lake County has limited resources and long waiting lists for housing services. This has discouraged a segment of our population from continuously seeking services.

Funding for shelter sustainability has been a problem in Lake County. Funding became available during the COVID-19 outbreak. The County pooled its resources from the Cares Act, and the County of Lake, Lakeport and the LCCoC opened a COVID Shelter. With that funding depleted, we once again pooled resources to convert the COVID shelter into a 24/7 shelter operation.

The Lake County Continuum of Care is also limited in providing funding for programs due to the limited number 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 remain housed requires substantial staff time, which agencies struggle to address. 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. Due to staffing and low housing stock, we are having to return most of the Emergency Housing Vouchers issued to Lake County.

The Lake County Continuum of Care conducted a prioritization survey and a gap 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 3rd, 2021, to October 31st, 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 others. 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 2024, a comprehensive Gap Analysis will be written at the end of 2024.

Resources

The Lake County Continuum of Care website has current information on housing resources. Please go to lakecoc.org, and you will see the Housing Resources tab on the home page.

LAKE COUNTY CONTINUUM OF CARE STRATEGIC GOALS 2024-2026

Strategic Goal One - The Lake County Continuum of Care will strengthen its governance structure.

Objective One – MOU's

The LCCoC will build strong working partnerships with MOUs. First, it will strengthen its MOU with the County of Lake to delineate the roles and responsibilities of Behavior Health and the CoC Executive Committee. This should include the financial aspect of the relationship as well as the actions of each party. Annually, the CoC Executive Committee will hold a closed-session evaluation of Behavioral Health and any paid staff of the LCCoC. Having all of this written down and having a paper trail of

assessments will help keep the CoC and LCBHS accountable to one another to ensure the greatest of outcomes for the work that we do in serving our communities.

The CoC Executive Committee will annually review MOUs with member entities on HMIS and CES.

Objective Two – Separate Finances

The CoC will have a firm understanding of its finances. The CoC will have its own bank account so that money provided to the CoC can be held separately and accounted for separately. Fiscal responsibility will be ensured with monthly meeting account status reports based on program invoices. From the quarterly accounting reports, including income, debts, and outstanding debts, the report will reflect the status of each grant amount and what is left over.

The LCCoC will hold an annual budget review process that will include budget reconciliation. Fiscal reporting will help the CoC better understand its financial status and what funds are available for expanded or new programs to serve the community. The LCCoC will conduct an initial audit and thereafter report to the membership and the community every two years.

To better align the CoC financial process, the General Membership will designate and vote for a Fiscal Representative to work with the County of Lake and the Lead Agency to assist with processes and statements.

Objective Three – Governance and Meetings

The CoC will continue to make progress in its governance. Ensuring accessibility of its meetings, accessibility to meeting materials, and especially accessibility to those that the CoC is meant to serve. The CoC will encourage shelters and other housing programs to offer video access to clients so they can participate in CoC General Meetings.

Ensure that the Executive Committee and General Members understand the Brown Act Legislation and that the Brown Act is reviewed annually. Understand the roles and positions of its officers and the flow of a meeting to move efficiently through the agenda while allowing for an open, safe space for comments from the public.

For good governance practices, the LCCoC will take the following steps:
1.) Hold an annual public meeting at the Courthouse to inform the public of the CoC's finances, its program, its successes, and its failures. Invite local media and local leaders to the annual meeting and have easy-to-access CoC applications via QR codes throughout the event. 2.) Create literature, business cards, fliers and updated websites to provide Peer Support

Centers, Healthcare facilities, courts, the jail, sheriff's office, police department, Lake Transit, interested parties and agency members, and 3.) Activate the 211 system, which can provide service availability information for those experiencing homelessness.

Objective Four – Recruiting

The CoC will work towards a more comprehensive membership. The CoC will work to recruit and expand its membership to ensure that we have all possible partners at the table working together towards common goals of getting people experiencing homelessness off the streets and preventing individuals and families from falling into homelessness.

The CoC will hold quarterly town halls focusing on different geographic areas of Lake County. These town halls will be used to educate the community and recruit interested parties, businesses, tribal leadership, and organizations to join the CoC.

Objective Five – Diversity, Equity, and Inclusion (DEI) and Trauma Informed

Diversity, equity, and inclusion should be part of every action taken on behalf of the LCCoC. The Executive Committee will focus on building a diverse team that serves a diverse community. The Executive Committee should ensure that its actions are equitable and that we allow all members of the CoC and members of the public to provide feedback and suggestions, as well as create a safe space for questions. A Board that practices DEI within its own governance will most likely ensure that DEI is incorporated into all other goals.

The CoC members will understand trauma-informed care practices for building stronger relationships with both the community and project clients. This will be addressed with training covering Adverse Childhood Effects, trauma-informed practices, culturally competent sensitivity, being present and listening skills, interviewing techniques, capacity building, and Housing Problem Solving.

Strategic Goal Two - The Lake County Continuum of Care will prioritize building a network of prevention services.

Objective One - Evictions

LCCoC members will understand the status of evictions in Lake County and how to work with the court system.

Objective Two – Stabilization Resource Services

The community and staff working with people experiencing housing instability or homelessness know how to access resources towards housing stability. This would include eviction advocacy and college and

employment services to help connect those struggling to pay rent to get out of the trap of living paycheck to paycheck and housing programs. Examples of resources include how to access Miracle Messages, Nation's Finest, and the Partnership CalAIM program.

The LCCoC will work with the Lake County Probation Department to strengthen efforts to prevent entries into homelessness for both youth and adults. Those returning from correction settings need navigation services, clear expectations in their discharge plans supporting exits into stable housing, youth need transition services, reduction to barriers to housing for people on parole/probation, and address the employment needs of people transitioning from corrections back to the community, by connecting them to local employment.

Objective Three – Crisis Funding

Lake County needs a housing crisis intervention service. The CoC will create a financial support crisis fund and offer support from allowable funding sources for the purpose of preventing eviction, homelessness, and crisis short-term housing.

Objective Four – Underserved Populations

The CoC will be knowledgeable and understanding of the underserved populations in Lake County. The CoC will conduct a quarterly data review on prevention services, which will examine the demographic data to make sure the services provided are a cross-section of our community. Changes to the outreach initiative will be recommended as needed to ensure Equity and Inclusion are key components for all underserved populations.

Strategic Goal Three - The Lake County Continuum of Care will remain committed to supporting shelter access in Lake County, expanding support services to include access to healthcare, employment, and asset building towards financial stability.

Objective One – Expand Shelter Capabilities

The CoC will offer expanded services at shelter sites. First, get to know shelter operations and capabilities by inviting LCCoC members to visit the emergency shelter. Support services will start being offered, or appropriate referrals will be made to such services as health care, substance abuse, counselling, education, employment, and more to address the client's needs to help individuals stabilize.

Objective Two- Shelter Support for Families

As indicated in our first gap analysis, families are an underserved population. Shelter capacity is very limited in Lake County and currently serves only adults (over 18). The CoC needs to expand services for

families. The CoC will increase the recommended 8% youth set aside to a minimum of 10% on each LCCoC Notice of Funding Availability.

Objective Three – Faith-Based Shelter

The LCCoC will work towards building stronger support for the Faith-Based Committee to connect individuals within the shelter to the faith community and the many services that they provide. A list of all faith community services and programs should be created and provided to those within the shelter as well as those who are experiencing homelessness.

The CoC will work with the Faith Based Committee for winter warming centers/beds ideas and solutions.

Objective Four – Serving Underserved Populations at the Shelter

The CoC will have thorough demographic knowledge of shelter guests. A quarterly review will be conducted of the data on the demographics of the guests at the shelter. This will ensure that the services provided there are provided with equity and inclusion in mind. If the data shows that there is a lack of equity and inclusion within the shelter setting or its programs, it is the role of the CoC Performance Review and Executive Committee to provide guidance to ensure that those, especially of the underserved populations, are accessing the resources made available to all.

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

Objective One – Point in Time County

The LCCoC will continue to hold the PIT Count annually. The CoC will ensure the PIT count is done and that all reporting is done appropriately and in a timely manner. Counting as many people as we are able to who are experiencing homelessness will help the CoC increase its financial capabilities by accessing greater funding through HUD or through state and federal grants.

Objective Two – Housing Navigation

The LCCoC will support strong housing navigation services. A housing navigation plan for a continuum of services should be created for countywide housing navigation; efforts that categorizes the type of housing and the level of independence each housing type offers as well as what complimentary wrap-around services are available to ensure that folks who fall into homelessness are appropriately placed or those transitioning from experiencing homelessness to permanently housed are at the appropriate level of independence for successful outcomes. The LCCoC needs to financially support these services for grantees.

Objective Three – Landlord Engagement

To house people, the CoC needs to engage landlords. We need to locate willing landlords and rental firms that will work with housing navigators and CoC member agencies to house hard-to-house clients.

The LCCoC needs to work with projects in their efforts with landlords by allowing transition grant-funded programs to use funding for rental repairs and remediation services to keep renters housed.

The CoC will assist with landlord engagement by inviting landlords to training on how Rapid Rehousing and Transition housing programs work, how clients can access CalAIM funding, help with utilities, and mediation for rental issues before they become bigger problems.

Objective Four – Build Housing

The CoC will build alliances between entities to work on housing projects in Lake County. Working on funding and pooling resources, along with finding a location (for a tiny home village, transitional housing, or Homekey project), will require a team approach. To fulfil the housing needs, the CoC and member agencies need to work with city, County, and tribal governments to write grants and build out these needed housing units.

Objective Five – DEI and Housing Accessibility

Incorporate DEI with regard to housing accessibility by ensuring that housing is not supporting specific population groups but that the underserved populations are getting their equitable and fair share of the housing stock availability through this program. Review these numbers on a quarterly basis at the CoC meetings to share the success of the equity within this program. If data does not show equity and inclusion, suggestions and possibly an action plan can be implemented to ensure that the CoC works towards our equity goals of accessing housing.

Strategic Goal Five – The Lake County Continuum of Care will optimize service delivery through the data elements available to Lake County residents experiencing homelessness.

Objective One – HMIS HUD Data

The CoC will strengthen its data practices. The collection of HMIS data is imperative in both funding and understanding the quality of services provided. The CoC will: 1.) Provide annual training for Security and Privacy, common errors, timeliness, and reporting; 2.) HMIS Lead will offer office hours for HMIS users to improve common errors; 3.) Quarterly data analysis, 4.) Performance review for grantees to assure timely data entry, and 5.) Posted reports for transparency on the lakecoc.org website.

Objective Two – Underserved Coordinated Entry Prioritization

Lake County Continuum of Care is committed to utilizing its funding for the most vulnerable in our geographic area. Therefore, there will be periodic and annual data reviews. The data review will include an annual review of the CES Prioritization Vulnerability Scoring and develop more equitable outcomes for CES. Vulnerability scoring will also use HUD's racial equity tool, McKinney Vento data, Partnership data, HMIS/HUB and community survey data to create a robust prioritization based on Lake County's homeless and at-risk populations.

Objective Three – Pathways HUB Utilization

The Lake County Continuum of Care with Lake County Behavioral Health Services allocated the funding for the Lake County Community HUB, a Pathways HUB Project. This Project has been vital in the past year for maintaining the CoC Coordinated Entry System and By-Name List of the most vulnerable people in Lake County. People experiencing homelessness in Lake County are entered into the Homeless Information System from service points or from the PIT count. Once entered, they are contacted to see if they would like to enter Coordinated Entry. The CES vulnerability assessment is then given to the client. The client will have a vulnerability score and receive services based on those with the highest need. Through the HUB, the clients are referred to housing navigation, case management services, substance abuse and behavioural health services, and community-based solutions.

The LCCoC needs to educate the community on how the HUB referral network for care works so more service providers can utilize this service and reduce the duplication of services.

Objective Four – Data Transparency

Work towards a public interface to review our HMIS data that can be made public. Regular updates to our website and possible direct interaction between our website and HMIS systems can help automate the production of this data to the public.

STRATEGIC PLAN LAYOUT

Strategic Goal One - The Lake County Continuum of Care will strengthen its governance structure.

OBJECTIVE	ACTION STEP	RESPONSIBLE PARTY	TIMELINE	PROCESS & OUTCOMES
<p><u>Objective One:</u> Strong working partnerships with Memorandums of Understanding (MOUs).</p>	<p>1-1.) The CoC and Lead Agency MOU will delineate the roles and responsibilities of Behavior Health Services and the LCCoC.</p> <p>1-2.) Annual closed session evaluation of the MOU with the Lead Agency.</p> <p>1-3.) Annually review HMIS/CES MOUs with member agencies.</p>	<p>1-1.) General Members, Executive Committee, Lead Agency and County of Lake representatives.</p> <p>1-2.) Executive Committee, Lead Agency and County of Lake representatives.</p> <p>1-3.) Executive Committee, Lead Agency and Member agency representatives.</p>	<p>1-1.) January 2024 and reviewed annually thereafter.</p> <p>1-2.) November 2024 and annually thereafter.</p> <p>1-3.) September 2024 and annually thereafter.</p>	<p>1-1.) <i>Process-</i> Review and adopt MOUs <i>Outcome-</i> Improved working relationship with identified roles.</p> <p>1-2.) <i>Process-</i> The CoC Chair and Vice Chair will interview and gather information on the Lead Agency. The Executive Committee will then conduct the evaluation. <i>Outcome-</i> Improved working relationship.</p> <p>1-3.) <i>Process-</i> Create MOU, signatures with agencies. <i>Outcome-</i> 80% signed MOUs by May 2024.</p>
<p><u>Objective Two:</u> The CoC will have a firm understanding of its finances.</p>	<p>2-1.) Separate CoC funds and create a separate financial account.</p>	<p>2-1.) Lead Agency, County of Lake and Executive Chair.</p>	<p>2-1.) June 2024.</p>	<p>2-1.) <i>Process-</i> Meet with the Lead Agency and create an account once the separation of funds is complete. <i>Outcome-</i></p>

	<p>2-2.) Have monthly statements with income and debits, including outstanding debts. The statements will be posted on the LCCoC website.</p> <p>2-3.) Hold an annual budget review process with budget reconciliation.</p> <p>2-4.) Designate a Financial Representative as the main contact with the county fiscal agent.</p>	<p>2-2.) Lead Agency, Executive Committee and Behavioral Health Services Fiscal agent.</p> <p>2-3.) Executive Committee, Lead Agency and County of Lake Fiscal agent.</p> <p>2-4.) Executive Committee and the General Members.</p>	<p>2-2.) Monthly statements by August 2024.</p> <p>2-3.) August 2024 and annually thereafter.</p> <p>2-4.) As soon as the separation of funds occurs. Addendum to Governing By-Laws</p>	<p>LCCoC has its own financial account.</p> <p>2-2.) <i>Process</i>- Start adding monthly fiscal statements to the General Meeting agenda packet. <i>Outcome</i>- Fiscal understanding and transparency to the community.</p> <p>2-3.) <i>Process</i>- hold an initial audit in July 2024 and every two years thereafter. <i>Outcome</i>- Improved fiscal management and additional services to the community.</p> <p>2-4.) <i>Process</i>- Add an addendum to the Governing By-Laws for fiscal duties and position to the Exec Committee.</p>
<p>Objective Three: The CoC will continue to make progress in its governance.</p>	<p>3-1.) Increase accessibility to meetings and meeting materials, and expand video attendance to shelters and other housing programs.</p>	<p>3-1.) Executive Committee, and Lead Agency.</p>	<p>3-1.) April 2024 Ongoing thereafter</p>	<p>3-1.) <i>Process</i>- Offer online attendance to meetings, and make sure shelters have online services. <i>Outcome</i>- Increase attendance by 10 % annually.</p>

	<p>3-2.) Annually review the Governing By-Laws and Brown Act.</p> <p>3-3.) Work towards good governance practices a.) Hold an annual public meeting at the Courthouse, reporting on finances and programs; b.) Invite local media and local leaders to the annual event. c.) Create and distribute fliers, literature, and business cards.</p> <p>3-4.) Activate the 211 system.</p>	<p>3-2.) Executive Committee and General Membership</p> <p>3-3.) Executive Committee, And the Lead Agency.</p> <p>3-4.) Count of Lake And the Lead Agency.</p>	<p>3-2.) September 2024, 2025, and 2026.</p> <p>3-3.) Fall 2024 and every fall thereafter.</p> <p>3-4.) April 2024.</p>	<p>3-2.) <i>Process-Exec. Comm.</i> reviews, updates, and presents Governing By-Laws to Members.</p> <p>3-3.) <i>Process-Get on the Lake</i> County Board of Supervisors agenda, invite local media and interested parties, and create outreach brochures. Give a presentation of LCCoC projects and fiscal statements. <i>Outcome-</i> 10% annual Improved community understanding of the LCCoC</p> <p>3-4.) <i>Process-Assist the</i> County of Lake in outreach.</p>
<p>Objective Four The CoC will continue to educate and recruit new members</p>	<p>4-1.) Have CoC applications at meetings and events.</p> <p>4-2. Conduct quarterly outreach and education events/town halls to help recruit interested parties. Focus on different</p>	<p>4-1.) Executive Committee and Lead Agency.</p> <p>4-2.) Executive Committee and Lead Agency.</p>	<p>4-1.) Ongoing.</p> <p>4-2.) Starting April 2024, every quarter thereafter.</p>	<p>4-1.) <i>Process-Announce at</i> every meeting how to apply to the LCCoC. <i>Outcome-</i> Add new members.</p> <p>4-2.) <i>Process-Set up online</i> meetings starting with the April PIT Count Results. <i>Outcome-</i> Adding more diversity to the</p>

	geographical areas and tribal nations.			membership.
<p>Objective Five The CoC will include Diversity, Equity, and Inclusion (DEI) in every board action and support Trauma Informed Care practices.</p>	<p>5-1.) The CoC Executive Committee will ensure that DEI is incorporated in the Governing By-Laws, CoC projects and all strategic goals.</p>	<p>5-1.) Executive Committee And Strategic Planning Committee.</p>	<p>5-1.) Ongoing.</p>	<p>5-1.) <i>Process</i>- Review all policies for inclusion of equity. <i>Outcome</i>- All policies and procedures include equity.</p>
	<p>5-2.) Provide and share available training opportunities on Adverse Childhood Effects, trauma-informed practices, culturally competent sensitivity, being present and listening skills, interviewing techniques, capacity building, and Housing Problem Solving.</p>	<p>5-2.) Executive Committee, Member Agencies and Lead Agency.</p>	<p>5-2.) Ongoing.</p>	<p>5-2.) <i>Process</i>- Link members to training and provide training on equity in housing and services. <i>Outcome</i>- 50% of members attend equity training, with an additional 10% per year.</p>

Strategic Goal Two - The Lake County Continuum of Care will prioritize building a network of prevention services.

OBJECTIVE	ACTION STEP	RESPONSIBLE PARTY	TIMELINE	PROCESS & OUTCOMES
<p>Objective One LCCoC members will understand the status of evictions in Lake County and how to work with the court system.</p>	<p>1-1.) Get statistical data on evictions in Lake County and reasons for eviction.</p> <p>1-2.) Training on the eviction process and how to suspend or delay.</p>	<p>1-1.) The Executive Committee.</p> <p>1-2.) Executive Comm. Legal Aide and CoC Members.</p>	<p>1-1.) In Jan 2024, additional information was requested.</p> <p>1-2.) July 2024.</p>	<p>1-1.) <i>Process</i>- Locate a contact in the Judicial System. <i>Outcome</i>- Informed members</p> <p>1-2.) <i>Process</i>- Arrange training for members. <i>Outcome</i>- 20% of members will increase knowledge.</p>
<p>Objective Two LCCoC Members will know how to access and refer housing stabilization services. This will include eviction advocacy, college and employment services, and housing programs.</p>	<p>2-1.) Countywide training for Social Service and CoC agency service providers on eviction advocacy and resources with instructions on how to access programs like Miracle Messages, Nation's Finest, Partnership CalAim program, college aid, employment, etc.</p> <p>2-2.) The LCCoC will work with the Lake County Probation Department, sharing training information and resources when available.</p>	<p>2-1.) Executive Comm., Project managers. Member agencies and interested parties.</p> <p>2-2.) Executive Committee, and Lake County Probation representative.</p>	<p>2-1.) October 2024.</p> <p>2-2.) Three to six months.</p>	<p>2-1.) <i>Process</i>- Increase providers' contracts to include case management services and provide training on how to access services and document services. <i>Outcome</i>- Increased referrals and direct services by 15% annually.</p> <p>2-2.) <i>Process</i>- Meet with Lake County Probation for housing needs assessment and derive a plan to assist. <i>Outcome</i>- Housing</p>

				Stabilization.
<p><u>Objective Three</u> The Lake County CoC will initiate a housing crisis intervention service by allocating funding for crisis situations and for the purpose of preventing evictions and homelessness.</p>	<p>3-1.) The Grant Working Group will prioritize prevention services and make sure this funding is set aside when allowable.</p> <p>.</p> <p>.</p>	<p>3-1.) Performance Review Grant Working Group, Lead Agency and Executive Comm.</p>	<p>3-1.) Next Grant NOFA that allows prevention services.</p>	<p>3-1.) <i>Process-</i> As funding is made available, add prevention and crisis services into NOFA. <i>Outcome-</i> Finances allowed for prevention, increasing stability in housing by 10%.</p>
<p><u>Objective Four</u> The CoC Members will learn and be made aware of the underserved populations in Lake County.</p>	<p>4-1.) The CoC will conduct a quarterly data review on prevention services, examining demographic data in prevention services.</p> <p>4-2.) Changes will be recommended as needed to ensure Equity and Inclusion are key components for all underserved populations.</p>	<p>4-1.) HMIS Admin., Performance Review Comm., and Exec Comm.</p> <p>4-2.) Performance Review Comm and Exec Comm and Project Admin.</p>	<p>4-1.) Quarterly, starting in April 2024.</p> <p>4-2.) As needed.</p>	<p>4-1.) <i>Process-</i> Performance Review Comm will gather reports and conduct a review, then report to the Executive Comm. <i>Outcome-</i> Increased service quality and transparency.</p> <p>4-2.) <i>Process-</i> When needed, the CoC will work with projects to increase services to the underserved.</p>

Strategic Goal Three - The Lake County Continuum of Care will remain committed to supporting shelter access in Lake County, expanding support services to include access to healthcare, employment, and asset building towards financial stability.

OBJECTIVE	ACTION STEP	RESPONSIBLE PARTY	TIMELINE	PROCESS & OUTCOMES
<p><u>Objective One</u> The LCCoC is committed to supporting shelter beds and expanding service capabilities</p>	<p>1-1.) First, get to know shelter operations and capabilities by inviting LCCoC members to visit the emergency shelter.</p> <p>1-2.) Increase funding for case management services that offer appropriate referrals to address the client's needs moving toward housing stabilization.</p>	<p>1-1.) LCCoC Members and Project Admin.</p> <p>1-2.) Lead Agency, Exec Comm and Performance Review Grant Working Group.</p>	<p>1-1.) Set date within nine months.</p> <p>1-2.) When funding is available.</p>	<p>1-1.) <i>Process</i>-Set a visitation date. <i>Outcome</i>- 30% of members visit the new shelter.</p> <p>1-2.) <i>Process</i>-Grant Working Group will allow for the case. Management when allowable. <i>Outcome</i>-Funding opportunities for case management and navigation.</p>
<p><u>Objective Two</u> Housing support services for families, an underserved population in Lake County.</p>	<p>2-1.) The CoC will increase the recommended 8% youth set aside funding to a minimum of 10% on each LCCoC Notice of Funding Availability.</p>	<p>2-1.) Lead Agency, Exec Comm and Performance Review Grant Working Group.</p>	<p>2-1.) Started in 2023. Ongoing.</p>	<p>2-1.) <i>Process</i>-Grant NOFA's will have a 10% youth set aside. <i>Outcome</i>-Increase funding for youth.</p>
<p><u>Objective Three</u> Build an active Faith-Based Committee that will create a network of services for people experiencing</p>	<p>3-1.) Recruit faith leaders to build a strong association with the Faith Based LCCoC Committee.</p>	<p>3-1.) Faith-Based Committee, Community Faith Leaders, and Executive Committee.</p>	<p>3-1.) Three to nine months, by September 2024.</p>	<p>3-1.) <i>Process</i>-Set up regular meetings and build a stronger foundation. <i>Outcome</i>-Increase faith membership by 10% annually.</p>

homelessness.	<p>3-2.) Create a faith-based resource guide on what different faith organizations offer.</p> <p>3-3.) Work with the CoC to find solutions for winter warming shelters and beds.</p>	<p>3-2.) Faith-Based Committee.</p> <p>3-3.) Faith-Based Committee, Community Faith Leaders, and Exec Committee.</p>	<p>3-2.) October 2024.</p> <p>3-3.) Winter 2025.</p>	<p>3-2.) <i>Process</i>- Gather information on services and create a guide. <i>Outcome</i>- Guide of service.</p> <p>3-3.) <i>Process</i>- Work on warming shelter ideas. <i>Outcome</i>- One Warming shelter.</p>
<p><u>Objective Four</u> The LCCoC will ensure that CoC shelter-funded projects are providing equitable services to underserved populations.</p>	<p>4-1.) The CoC will conduct a quarterly review of the demographic data of shelter guests.</p> <p>4-2.) If the data shows that there is a lack of equity and inclusion within the shelter setting or its programs, the CoC will assist in creating a performance improvement plan.</p>	<p>4-1.) HMIS Administrator, Performance Review Committee and Exec Comm.</p> <p>4-2.) Performance Review Comm, Executive Comm, Lead Agency and Project Admin.</p>	<p>4-1.) Quarterly Ongoing, first review April 2024.</p> <p>4-2.) As needed.</p>	<p>4-1.) <i>Process</i>- The Performance Review will report to the Executive Committee demo data quarterly. <i>Outcome</i>- Equity in services at the shelter.</p> <p>4-2.) <i>Process</i>- If a lack of equity exists, the Exec Comm will work with the Project on ideas to improve equity and monitor the improvement plan. <i>Outcome</i>- Improved equity at the shelter.</p>

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

OBJECTIVE	ACTION STEP	RESPONSIBLE PARTY	TIMELINE	PROCESS & OUTCOMES
<p>Objective One The LCCoC will conduct the annual PIT Count and ensure its accuracy. The PIT count can increase the financial capabilities of the CoC.</p>	<p>1-1.) The CoC will plan for the PIT Count, and Reach out to the County for volunteers.</p> <p>1-2.) The LCCoC will conduct the PIT count.</p> <p>1-3.) The CoC will verify the data and report to HUD, then the The community at large.</p>	<p>1-1.) PIT Chair and Committee.</p> <p>1-2.) Members of the CoC and volunteers.</p> <p>1-3.) PIT Chair and Lead Agency HMIS Admin.</p>	<p>1-1.) Start no later than September annually, 2024, 2025, and 2026.</p> <p>1-2.) January Date 2024, 2025, and 2026.</p> <p>1-3.) Report to HUD by due date, Report to the CoC in March 2024, 2025, and 2026.</p>	<p>1-1.2.3.) <i>Process for all:</i> Set up meeting dates, find site leads and volunteers, train volunteers, conduct count, and then write reports. <i>Outcome-</i> Identification of people experiencing homelessness.</p>
<p>Objective Two The LCCoC will support strong housing navigation services.</p>	<p>2-1.) Map housing for navigation planning and create a countywide housing navigation plan.</p> <p>2-2.) Service plans should place clients in appropriate housing that fits the level of the client's independence to ensure success.</p>	<p>2-1.) HMIS-CES Navigation Working Group.</p> <p>2-2.) HMIS-CES Navigation Working Group and LCCoC project navigators.</p>	<p>2-1.) September 2024.</p> <p>2-2.) Ongoing.</p>	<p>2-1.) <i>Process-</i> Create a housing navigation map. <i>Outcome-</i> This will help identify the greatest need in housing needed.</p> <p>2-2.) <i>Process-</i> Training and working with the CES coordinator for appropriate housing solutions. <i>Outcome-</i> Improved stability in housing placements.</p>
<p>Objective Three The LCCoC will increase landlord engagement in</p>	<p>3-1.) Advertise the need for rental housing to landlords and</p>	<p>3-1.) HMIS/CES Committee Navigators Working Group</p>	<p>3-1.) August 2024, Ongoing.</p>	<p>3-1.) <i>Process-</i> Work on identifying local landlords.</p>

<p>Lake County.</p>	<p>property owners.</p> <p>3-2.) Educate landlords on the benefits of working with transition housing projects.</p> <p>3-3.) Require LCCoC projects to have a mediation/ remediation system or team for rental issues.</p>	<p>and Exec. Comm.</p> <p>3-2.) Navigators Working Group, Lead Agency Exec. Comm. and Project Admin.</p> <p>3-3.) Navigators Working Group, Lead Agency Exec. Comm. and Project Admin.</p>	<p>3-2.) Ongoing. Annual appreciation luncheon.</p> <p>3-3.) Six to nine months after start of funded Project.</p>	<p><i>Outcome-</i> 10% increase for units for those difficult to house.</p> <p>3-2.) <i>Process-</i> Offer landlords incentives for working with LCCoC projects. <i>Outcome-</i> More variety of housing solutions.</p> <p>3-3.) <i>Process-</i> Train CoC projects on remediation. Assist in setting up mediation/ remediation teams. <i>Outcome-</i> More renters staying housed.</p>
<p><u>Objective Four</u> The LCCoC will support housing projects in Lake County.</p>	<p>4-1.) The CoC will identify and build alliances between entities to work on housing projects.</p> <p>4-2.) The alliance will work on grant funding and pool resources, along with locating properties for projects in Lake County.</p> <p>4-3.) The CoC will share HMIS data with any entity that wishes to pursue grant funding for</p>	<p>4-1.) Executive Comm. and any interested Lake County entity.</p> <p>4-2.) Executive Comm. and any interested Lake County Entity.</p> <p>4-3.) HMIS Administrator and Exec Comm.</p>	<p>4-1.) Build an alliance in six to nine months.</p> <p>4-2.) As soon as possible and ongoing.</p> <p>4-3.) As needed. Ongoing.</p>	<p>4-1.) <i>Process-</i> The Executive Comm will reach out to entities that work in housing to form an alliance. <i>Outcome-</i> Creation of housing alliance.</p> <p>4-2.) <i>Process –</i> As soon as an alliance is formed, seek out funding opportunities. <i>Outcome-</i> Funds for housing.</p> <p>4-3.) <i>Process-</i> Create a data request process for non-members. <i>Outcome –</i> Recruitment of</p>

	housing.			new entities.
<p><u>Objective Five</u> Incorporate DEI with regards to housing, so access is equitable.</p>	<p>5-1.) Data reviews to ensure that housing supports are prioritized to the most vulnerable.</p>	<p>5-1.) Performance Review Comm., Exec Comm., Lead Agency and Project Admin.</p>	<p>5-1.) At Annual Project Evaluation.</p>	<p>5-1.) <i>Process</i>- The Performance Review will report the results of the annual project review to the Executive Committee. <i>Outcome</i>- Equity in services in the Project.</p>
	<p>5-2.) If data does not show equity and inclusion, suggestions and an action plan can be implemented.</p>	<p>5-2.) Performance Review Comm., Exec Comm., Lead Agency and Project Admin.</p>	<p>5-2.) As needed. Ongoing.</p>	<p>5-2.) <i>Process</i>- If a lack of equity exists, the Exec Comm will work with the Project on ideas to improve equity and monitor the improvement plan. <i>Outcome</i>- Improved equity with the project services.</p>

Strategic Goal Five – The Lake County Continuum of Care will optimize service delivery through the data elements available to Lake County residents experiencing homelessness.

OBJECTIVE	ACTION STEP	RESPONSIBLE PARTY	TIMELINE	PROCESS & OUTCOMES
<p>Objective One The CoC will strengthen its HMIS data practices. The collection of HMIS data is imperative in both funding and understanding the quality of services provided.</p>	<p>1-1.) Provide annual training for Security and Privacy, common errors, timeliness, and reporting,</p> <p>1-2.) HMIS Admin. will offer office hours for HMIS users to improve data input and reduce common errors.</p>	<p>1-1.) HMIS Admin and HMIS/CES Committee.</p> <p>1-2.) HMIS Admin. and HMIS licensed users.</p>	<p>1-1.) Annually – Ongoing.</p> <p>1-2.) As needed, ongoing.</p>	<p>1-1.) <i>Process</i>- Annual training is offered to new license holders. <i>Outcome</i>- The Project is entering data on time, with minimal errors.</p> <p>1-2.) <i>Process</i> – Set up regular office hours, notify users. <i>Outcome</i>- 15% Quality improvement.</p>
<p>Objective Two Lake County Continuum of Care is committed to utilizing its funding for the most vulnerable in our geographic area.</p>	<p>2-1.) Quarterly review on demographics entered in HMIS and CES.</p> <p>2-2.) Annual review of the CES Prioritization Vulnerability Scoring.</p>	<p>2-1.) HMIS Admin, HMIS/CES, Performance Review and Executive Committees.</p> <p>2-2.) Executive and HMIS/CES Committees and Lead Agency.</p>	<p>2-1.) Every Quarter of Year.</p> <p>2-2.) Annually by August 31st, 2024, 2025, and 2026.</p>	<p>2-1.) <i>Process</i>- Quarterly demographics provided to the Executive Comm. from Performance Review Comm. and CES operator. <i>Outcome</i>- Verification that services are provided to the most vulnerable.</p> <p>2-2.) <i>Process</i>- HMIS/ CES committee will review the scoring to services ratio and report to the Executive Comm. <i>Outcome</i>- LCCoC is prioritizing the most vulnerable services available.</p>

	2-3.) If needed, a CES improvement plan. The planning will utilize additional data from the US. Census data, PIT Count, HUD's racial equity tool, McKinney Vento data, and Partnership Health plan data.	2-3.) Executive and HMIS/CES Committees, Lead Agency, and General Members.	2-3.) As needed.	2-3.) <i>Process-</i> After the annual review, CES is lacking in Regarding the vulnerability to services ratio, an updated plan will be worked on. <i>Outcome-</i> Lake County is committed to serving the most vulnerable persons.
<u>Objective Three</u> A community understanding of the Lake County Community HUB, a Pathways HUB Project.	3-1.) Outreach events include the Pathways HUB project. Information and educate current and new LCCoC project administrators on the Pathways HUB. 3-2.) LCCoC projects understand Pathways and are utilizing the HUB, accepting referrals, and entering data into the Pathways system.	3-1.) Executive Comm. Pathways HUB administration and Member agencies. 3-2.) Executive Comm., Pathways HUB administration and Member Agencies.	3-1.) Three to six months-ongoing. 3-2.) Three to six months.	3-1.) <i>Process-</i> Continue to educate the community on Pathways and how it will assist service providers and clients. <i>Outcome-</i> A streamlined service referral tool that will help the most vulnerable in the community. 3-2.) <i>Process-</i> Educate Providers how to use the Pathways system and how it will assist providers and clients. <i>Outcome-</i> Pathways is being utilized as a service referral tool that will help the most vulnerable in the community.
<u>Objective Four</u> LCCoC will be transparent with demographic HMIS/CES data, always being conscientious of confidentiality protocols.	4-1.) Work towards a public interface to review our HMIS data that can be made public, with regular updates to our website.	4-1.) HMIS Admin, and Exec. Comm.	4-1.) Six to nine months, By September 2024.	4-1.) <i>Process-</i> Print and post demographic reports that can be shared at meetings and placed on the LCCoC website. <i>Outcome-</i> Public awareness of people experiencing homelessness data.

	4-2.) Work towards direct interaction between our website and HMIS systems to automate the production of this data to the public.	4-2.) HMIS Admin, Lead Agency, and Exec. Comm.	4-2.) Six to Twelve months, by December 2024.	4-2.) <i>Process-</i> Work out the technical details to automate the data reports that will be shared. <i>Outcome-</i> Automatic reports, which will save time and energy.
--	---	--	---	---