
Collectively Building: The Community Plan to Prevent and End Homelessness in El Dorado

February 22, 2022

Partnership with EDOK CoC



EL DORADO OPPORTUNITY KNOCKS



CITY OF
SOUTH LAKE TAHOE



El Dorado Community
Foundation





Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

- Work at the federal, state, and local levels
- Customized and community specific, honor local expertise, especially people with lived experience of homelessness
- Extensive experience creating specific goals and measurable benchmarks for minimizing homelessness and coordinating services for individuals experiencing homelessness.
- Strategic Planning and Goal Setting - consult with states, counties, cities, local Continuums of Care (CoCs), nonprofit organizations, including in rural areas such as Mariposa County, Placer County, Yolo County, Yuba/Sutter Counties.
- Benchmarking and Performance Measurement
- HUD and State Technical Assistance provider (CA)

Innovative Thinking & Solutions

Transformational | Strategic | Practical

Agenda

Present Strategic Plan

- Provide initial feedback today

Public Comment

- Open through March 4, 2022
- Feedback form available (online or hard copy)
- Visit edokcoc.org

Continuum of Care



Strategic Plan Development

Community Input

- Community Meetings
- Focus groups and interviews
- Surveys
- Issue Summits

Data Analysis

- Point In Time Count (PIT) and Housing Inventory Count (HIC)
- Homeless Management Information System (HMIS)
- System Performance Measures (SPM)
- US Census Bureau

Strategic Plan

- Draft Plan
- Stakeholder Feedback
- Finalize Plan

Implementation

- Set up Implementation Structure
- Prioritize Strategies and Action Steps
- Develop short-term, medium-term, and longer-term actions

Community Input

Meetings & Summits

- 6 Community Meetings to gather feedback
- Steering Committee Meetings with Stakeholder members
- Regular Planning Meetings with County Staff and CoC Leadership
- Issue Summits

Surveys

- 240+ Surveys completed online re: gaps, needs, priorities, and goals
- Stakeholder, community member and lived experience surveys
- Offered in multiple languages

Focus Groups

- 8 Focus Groups for individuals with current or recent lived experience of homelessness and poverty
- 2 Focus Groups for direct service providers and CoC stakeholders

Data Review

- In-depth review of reports and data
- Economic well-being of the community, demographic information, etc.
- Local plans, programs, efforts, and interventions underway

Vision

- All individuals and families in El Dorado County have equal access to community resources and safe and affordable housing.

Mission

- To collaboratively identify and address social vulnerabilities, reduce inflow, increase prevention, and build a robust emergency response system to accomplish the functional end of homelessness in El Dorado.

Principles



Promote Collaboration and Collective Action

The homeless system alone cannot solve the problem and no entity within that system can successfully prevent and reduce homelessness. Communication, collaboration, and community engagement are vital to the success of and support for the work of preventing and ending homelessness in El Dorado County.



Customize Solutions

Effective solutions must be based on the recognition of the unique needs and strengths of each individual experiencing homelessness and customizing the housing and services accordingly.



Include Lived Experience

People who are currently experiencing homelessness or who have lived experience are experts in the issue and have first-hand knowledge of what is needed to solve the problem. Persons with lived experience need to be invited to participate and incorporated at all levels of planning and decision making.



Maintain Transparency & Accountability

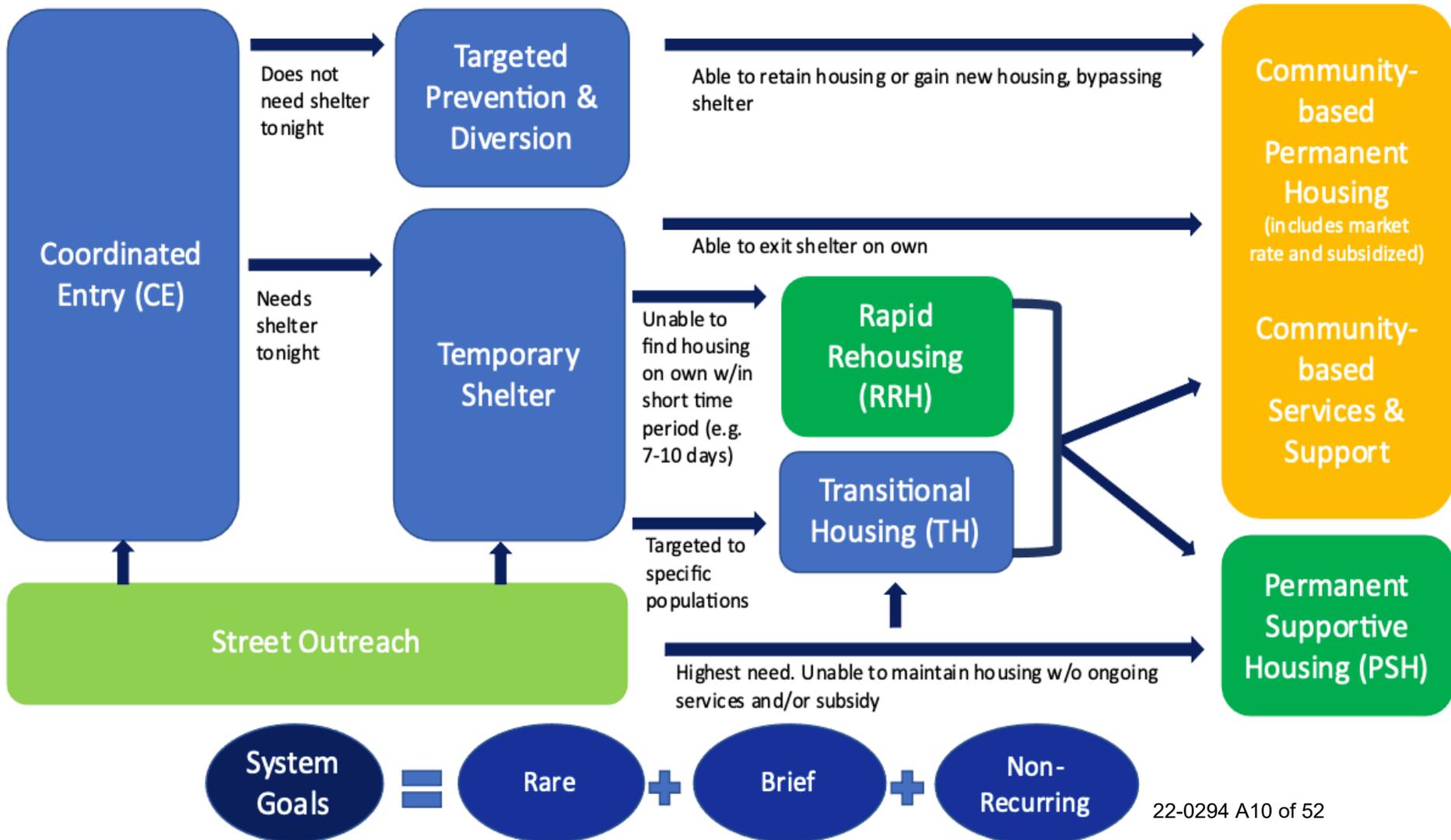
To drastically minimize homelessness in El Dorado, **tough** decisions will have to be made. Stakeholders will need to be honest, transparent, and accountable. Decisions need to be made in the best interest of those experiencing homelessness, while balancing the needs of the entire community.



Implement Housing First

An effective response to homelessness in El Dorado County requires that any housing opportunities, whether permanent, temporary or emergency, should embrace the evidence-based practice of Housing First - providing people experiencing homelessness with housing as quickly as possible and then providing the services needed to maintain their housing.

Homeless Crisis Response System (General Components and Client Flow)

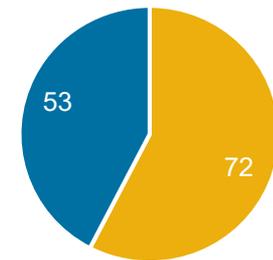


Housing Inventory Count in El Dorado

250 Available beds/units in 2021 (32 seasonal + 218 year-round):

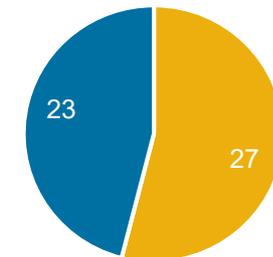
- **125** emergency shelter beds
 - 93 year-round beds (primarily for youth, families, COVID Project Roomkey)
 - **58%** utilization rate (due to COVID)
- **52** transitional hsg beds (youth, DV, sober living)
 - **54%** utilization rate (due to COVID)
- **61** rapid rehousing beds (33 CalWORKs beds)
 - **100%** utilization rate
- **12** permanent supportive housing beds (mental health, VA)
 - **100%** utilization rate

Emergency Shelter Beds



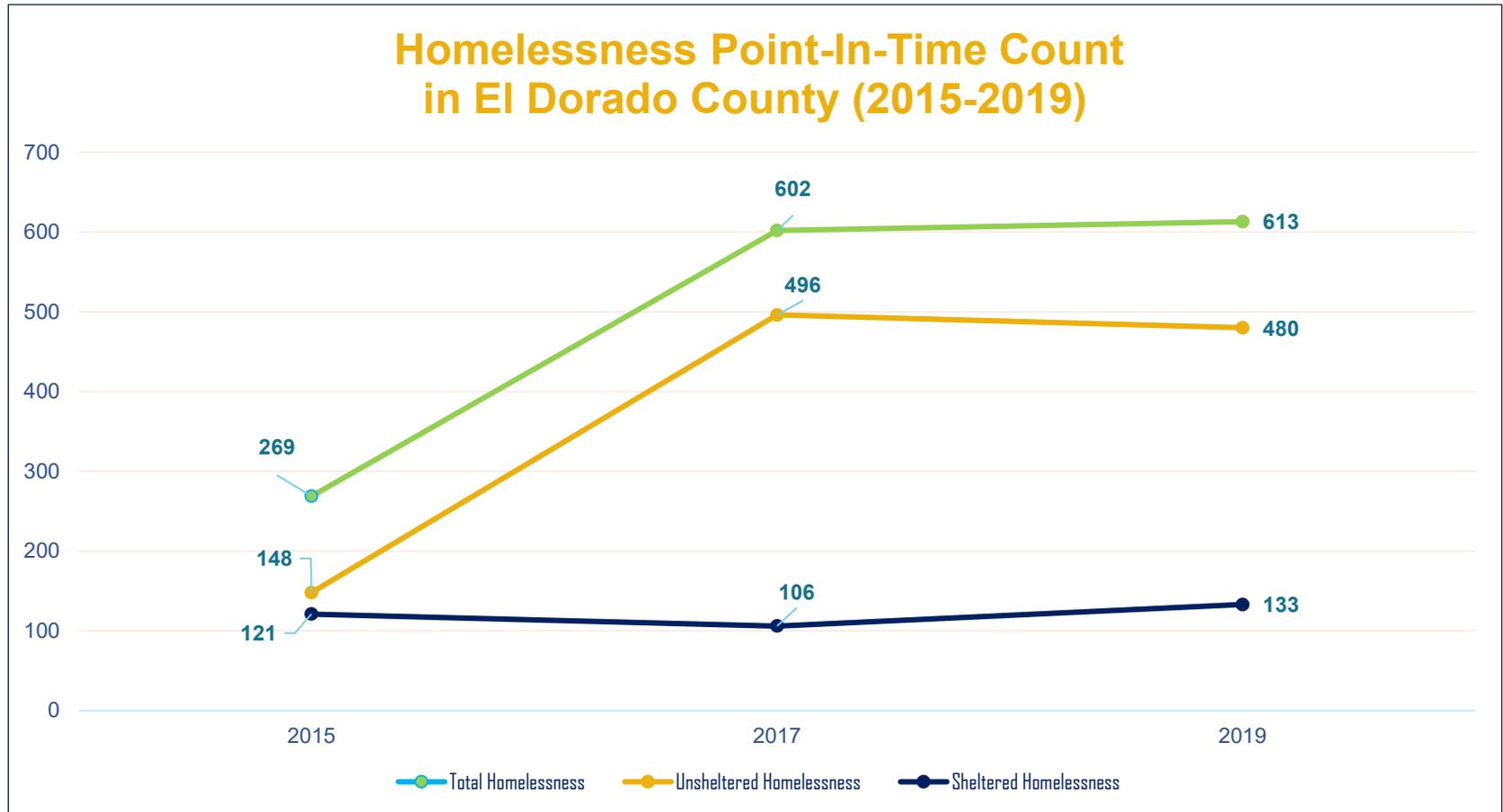
■ Occupied ■ Unoccupied

Transitional Housing Beds



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■ Occupied ■ Unoccupied

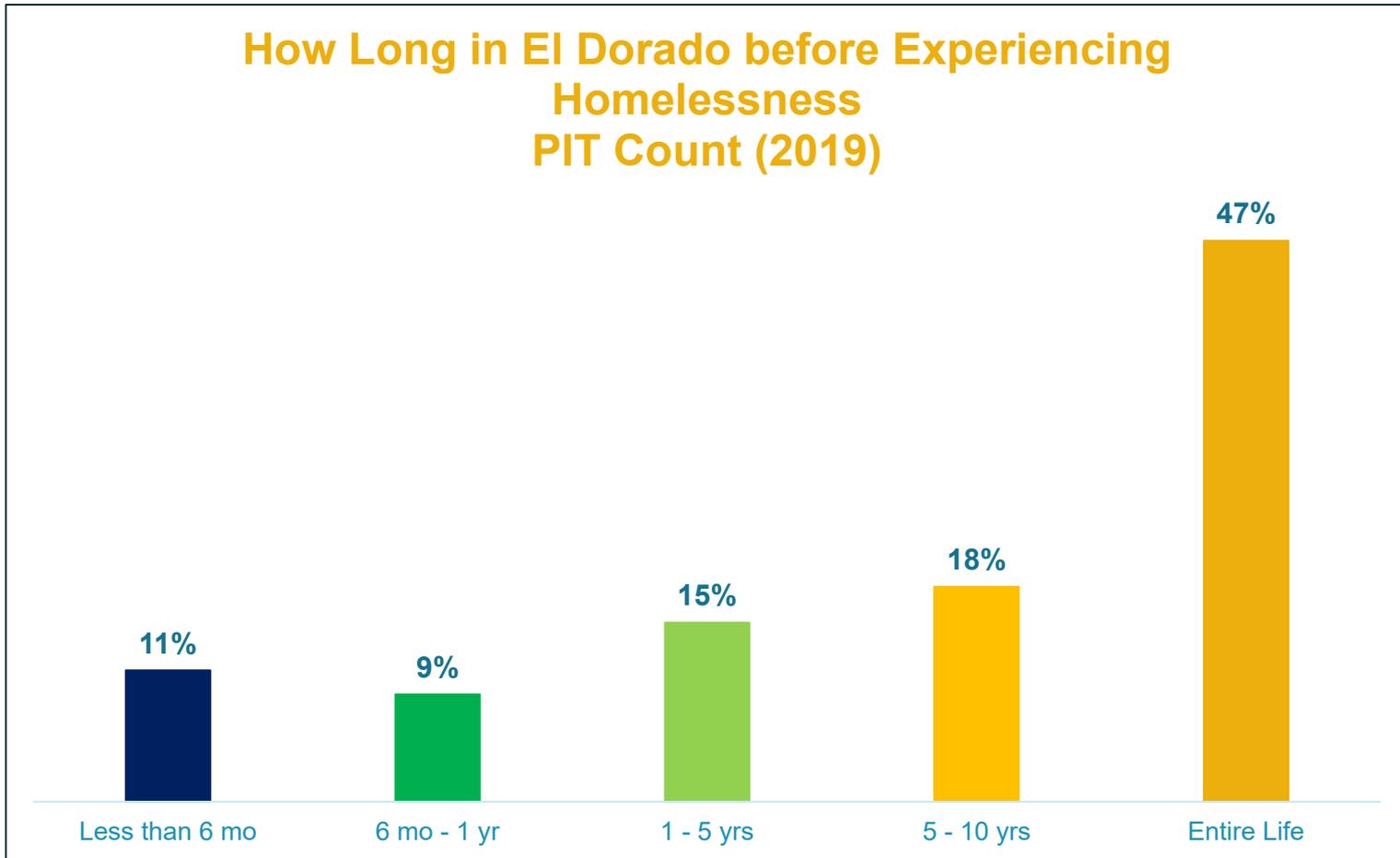
Homelessness in El Dorado



Source: Point-in-Time count, El Dorado County – 2015, 2017 and 2019.

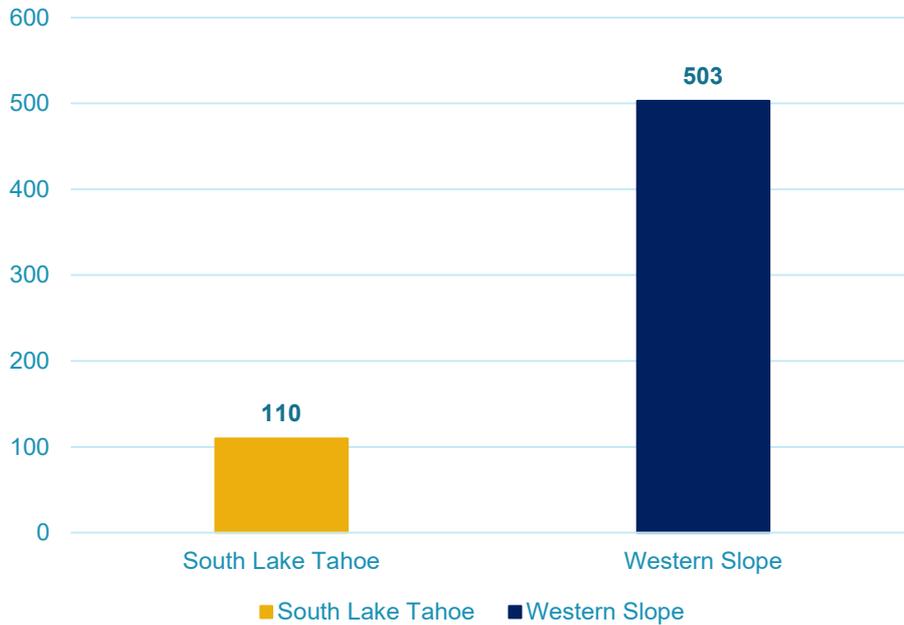
Homelessness in El Dorado

How Long in El Dorado before Experiencing Homelessness
PIT Count (2019)

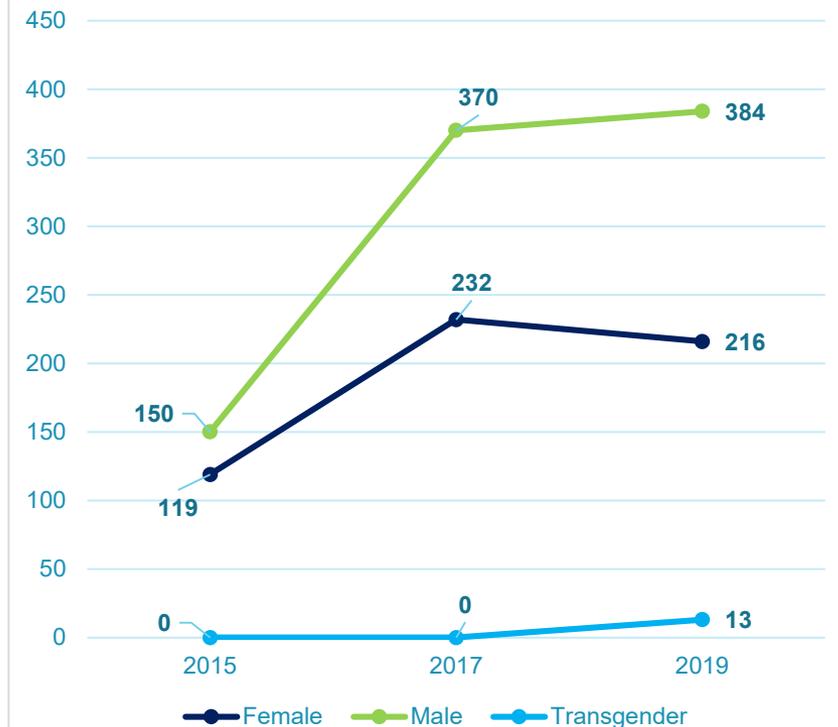


Homelessness in El Dorado

Number of People Experiencing Homelessness: South Lake Tahoe v. Western Slope (PIT Count 2019)

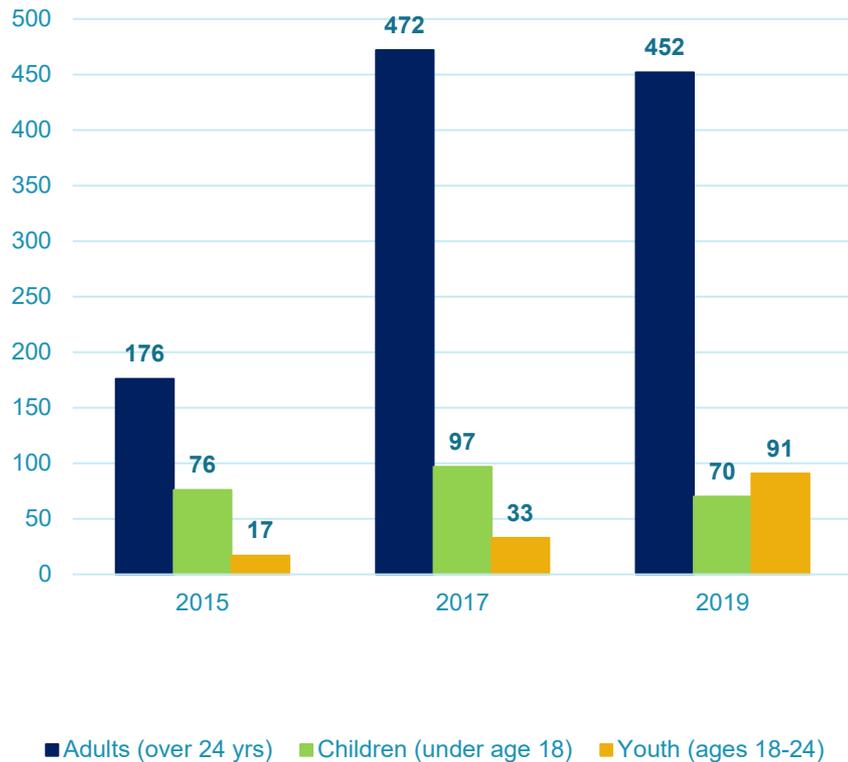


Total Homeless Population El Dorado County by Gender (2015-2019)

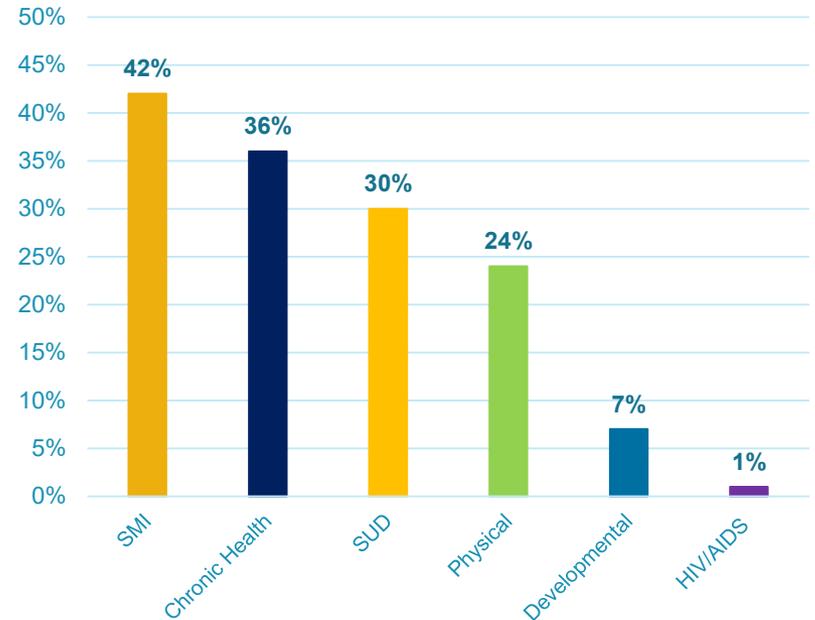


Homelessness in El Dorado

Total Homeless Population in El Dorado County by Age (2015-2019)

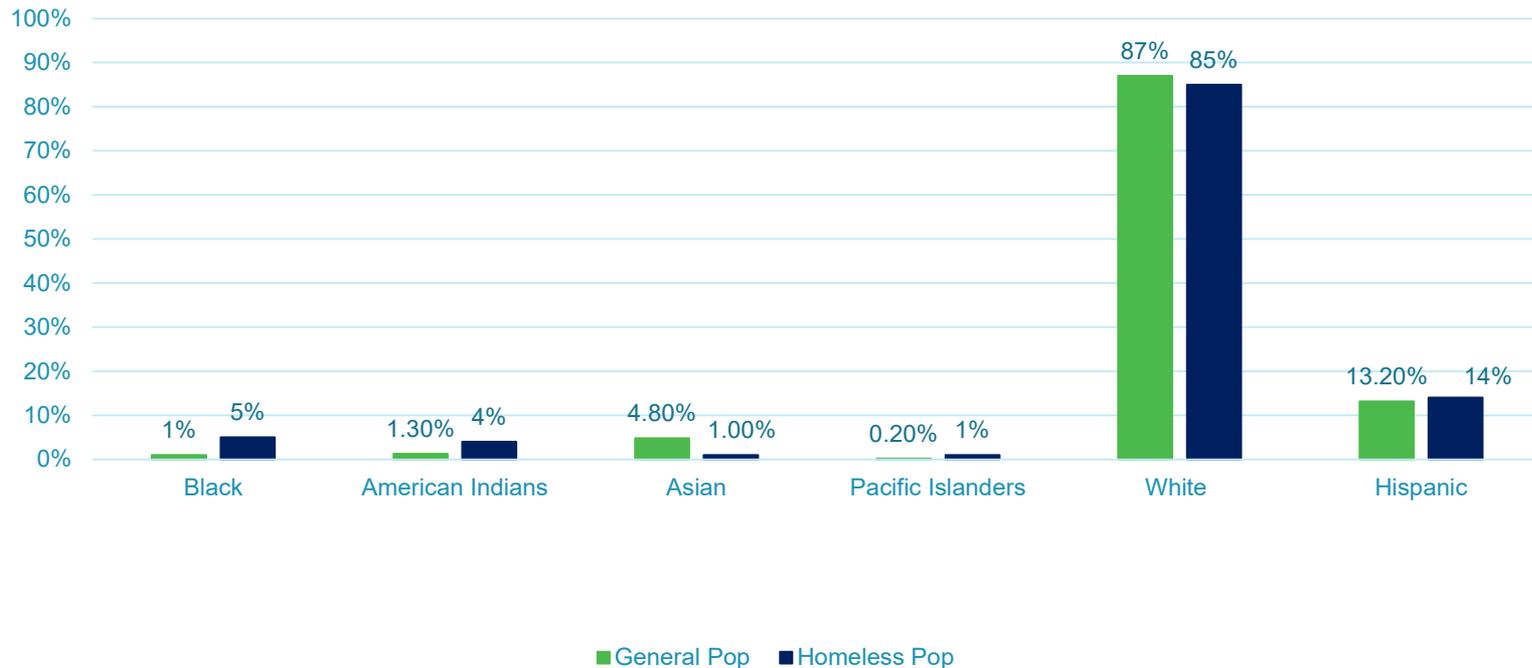


Percent of Homeless Population with a Disability (PIT Count 2019)



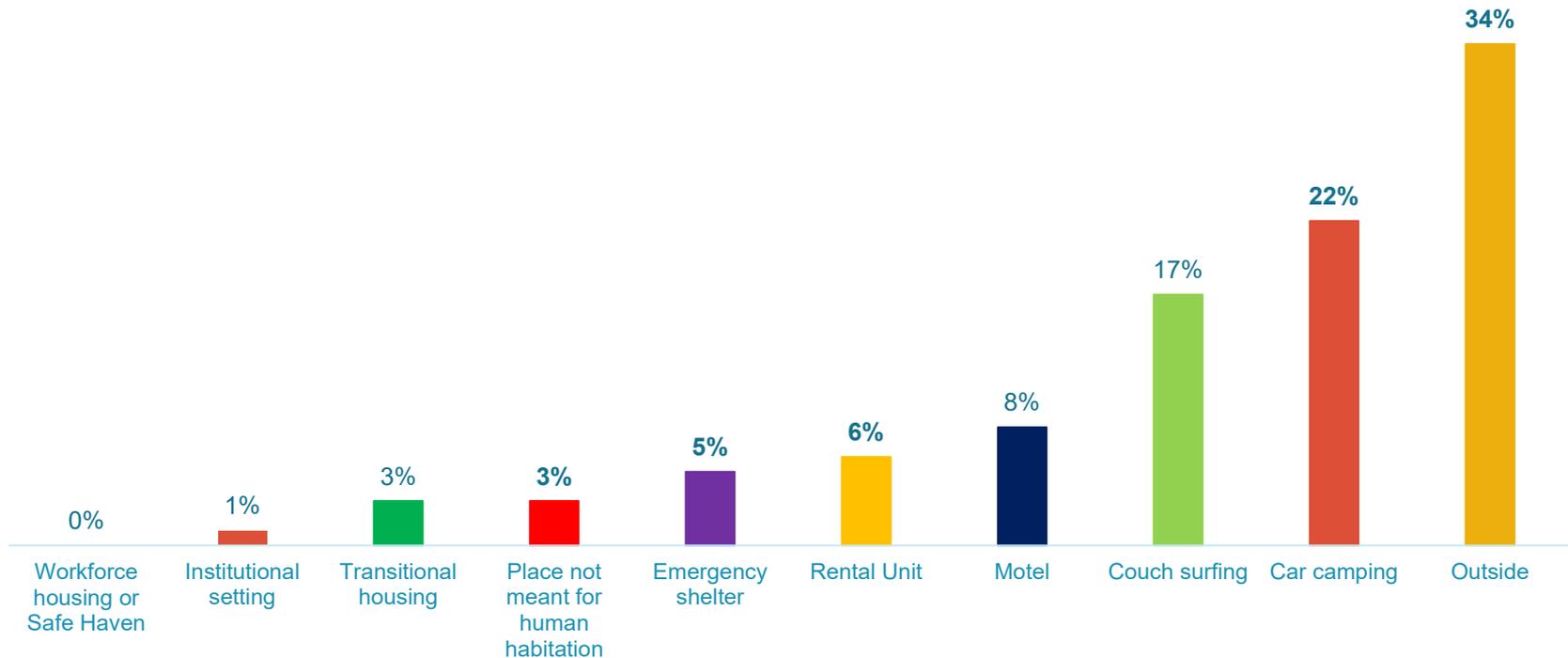
Homelessness in El Dorado

**2020 General Population vs. Homeless Population % by Race and Ethnicity
U.S. Census v. PIT Count**



Homelessness in El Dorado

Living Situation via HMIS
January 2021



El Dorado Key Facts

613

people were experiencing homelessness in 2019 during the biennial January count

78%

of the homeless population live unsheltered (streets, cars, encampments, etc.)

90%

of extremely low-income households in the county are severely cost burdened paying more than 50% of their income on rent

18

Total units of Permanent Supportive Housing available countywide in 2021 for individuals with intensive needs

0

permanent year-round shelter beds for the general population in El Dorado County

3.81%

Is the vacancy rate (the proportion of rental inventory that is vacant for rent) in El Dorado

Goals

Goal 1

- Stop Homelessness Before It Begins

Goal 2

- Increase Access to Housing for All El Dorado Residents

Goal 3

- Increase Access to Homeless Emergency Response Services

Goal 4

- Partner Across El Dorado to Build Collective Solutions

Goal 1

• Stop Homelessness Before It Begins

Strategies

1.1.
Bolster the
Emergency
Response
System (ERS)

1.2
Increase
prevention &
diversion
services in El
Dorado

1.3.
Ensure
coordination to
make sure
individuals are
not discharged
into
homelessness

1.4
Strengthen the
support system
available to help
residents
maintain housing

Goal 1

•Stop Homelessness Before It Begins

Strategies

1.3.ACTION STEPS

1.3
Ensure coordination to make sure individuals are not discharged into homelessness

Goal 1

•Stop Homelessness Before It Begins

Strategies

1.3.ACTION STEPS

1.3.a. Coordinate discharge planning with criminal legal system, health care, child welfare, medical respite, etc.

1.3
Ensure coordination to make sure individuals are not discharged into homelessness

Goal 1

•Stop Homelessness Before It Begins

Strategies

1.3.ACTION STEPS

1.3.a. Coordinate discharge planning with criminal legal system, health care, child welfare, medical respite, etc.

1.3.b. Create additional resources and housing for people discharged from institutions

1.3
Ensure coordination to make sure individuals are not discharged into homelessness

Goal 1

•Stop Homelessness Before It Begins

Strategies

1.3.ACTION STEPS

1.3.a. Coordinate discharge planning with criminal legal system, health care, child welfare, medical respite, etc.

1.3.b. Create additional resources and housing for people discharged from institutions

1.3.c. Work collectively to ensure that programs can provide robust case management for discharged populations from discharge to housing placement and beyond until housing stability is achieved.

1.3
Ensure coordination to make sure individuals are not discharged into homelessness

Goal 1 Example Metrics

Short-term 6 months to 1 year	Medium-Term 1 to 3 years	Longer term 3 to 5 years
<p>Metric 1.1: At least 2 Emergency Response System (ERS) partners have been identified and at least one training has occurred for local first responders.</p>	<p>Metric 1.2: A uniform prevention and diversion screening and problem-solving protocol is developed and is in use across the regions' agencies.</p> <p>Metric 1.3: Discharge planning collaboration has started with at least one cross-sector agency (e.g., criminal legal system, child welfare, and/or hospital systems).</p>	<p>Metric 1.4: System Performance Measures indicate that the CoC has decreased both first-time homelessness and returns to homelessness.</p>

Goal 2

• Increase Access to Housing for All El Dorado Residents

Strategies

2.1.

Assess and use available public and private land for permanent housing

2.2

Protect and expand affordable housing through local policy

2.3.

Increase access to housing through a coordinated landlord engagement campaign

2.4

Expand the flexibility and availability of resources to subsidize and operate supportive housing

2.5

Create Flexible Resources to Expedite a Household's Ability to Attain Permanent Housing

Goal 2

• Increase Access to Housing for All El Dorado Residents

Strategies

2.3.ACTION STEPS

2.3

Increase access to housing through a coordinated landlord engagement campaign

Goal 2

• Increase Access to Housing for All El Dorado Residents

Strategies

2.3.ACTION STEPS

2.3.a. Establish a county-wide collective landlord engagement strategy that includes year-round staffing support to help providers educate the public, recruit landlords, and engage in outreach to property managers and landlords with collective, consistent messaging.

2.3

Increase access to housing through a coordinated landlord engagement campaign

Goal 2

• Increase Access to Housing for All El Dorado Residents

Strategies

2.3.ACTION STEPS

2.3.a. Establish a county-wide collective landlord engagement strategy that includes year-round staffing support to help providers educate the public, recruit landlords, and engage in outreach to property managers and landlords with collective, consistent messaging.

2.3.b. Establish a landlord risk mitigation and/or incentive fund that provides compensation to landlords to mitigate any damage caused by tenants and to incentivize renting to formerly homeless.

2.3

Increase access to housing through a coordinated landlord engagement campaign

Goal 2

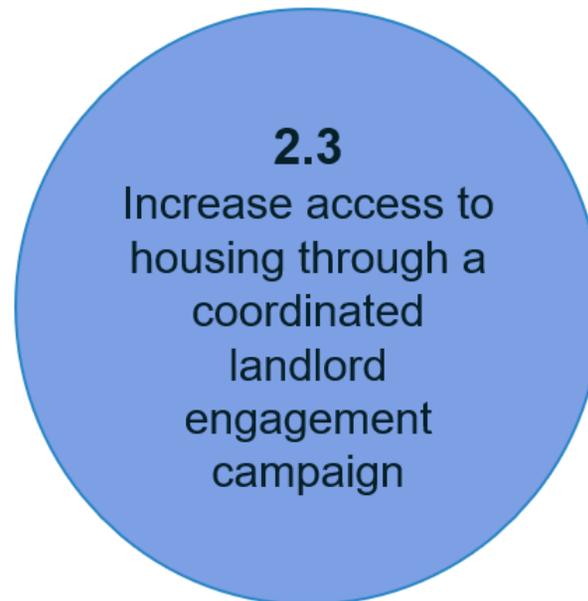
• Increase Access to Housing for All El Dorado Residents

Strategies

2.3.ACTION STEPS

2.3.a. Establish a county-wide collective landlord engagement strategy that includes year-round staffing support to help providers educate the public, recruit landlords, and engage in outreach to property managers and landlords with collective, consistent messaging.

2.3.b. Establish a landlord risk mitigation and/or incentive fund that provides compensation to landlords to mitigate any damage caused by tenants and to incentivize renting to formerly homeless.



2.3.c. Address barriers that make it difficult for tenants to obtain affordable housing by creating client portfolios that include letters of support from community members who know the client, information about the client's background and the steps they have taken to improve their housing stability.

Goal 2 Example Metrics

Short-term 6 months to 1 year

Metric 2.1: The Public Housing Authority has adopted a “Moving on” policy that prioritizes Housing Choice Vouchers for people transitioning from Permanent Supportive Housing (PSH) no later than December 31, 2022.

Metric 2.2: A landlord engagement campaign is in place and providing support to landlords who rent to people transitioning from homelessness to permanent housing.

Metric 2.3: Connection to the local CalAIM managed care plan has been initiated and planning how to maximize and leverage Medi-Cal resources has begun no later than July 31, 2022.

Medium-Term 1 to 3 years

Metric 2.4: A Flexible Housing Fund program is in place and distributing resources to eligible households.

Longer term 3 to 5 years

Metric 2.5: At least 50 new PSH units exist throughout the county by January 2027.

Goal 3

• Increase Access to Homeless Emergency Response Services

Strategies

3.1.

Expand access to safe, low-barrier temporary housing options countywide

3.2

Expand coordinated countywide street and encampment outreach

3.3.

Expand services to support exits from homelessness

3.4

Expand services for subpopulations with special needs

3.5

Improve transportation options to help people obtain and maintain housing

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

3.1.a. Establish permanent year-round, low-barrier housing-focused navigation center(s) with countywide coverage and adequate capacity that use evidence-based practices to support households exiting homelessness.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

3.1.a. Establish permanent year-round, low-barrier housing-focused navigation center(s) with countywide coverage and adequate capacity that use evidence-based practices to support households exiting homelessness.

3.1.b. Design navigation center(s) with capacity to expand as needed to utilize extra capacity as a Warming and Cooling Center or Establish Warming/Cooling Center(s) for regular use to provide shelter and supportive services during inclement weather.

Goal 3

• Increase Access to Homeless Emergency Response Services

Strategies

3.1

Expand access to safe, low-barrier temporary housing options countywide

3.1.ACTION STEPS

3.1.a. Establish permanent year-round, low-barrier housing-focused navigation center(s) with countywide coverage and adequate capacity that use evidence-based practices to support households exiting homelessness.

3.1.b. Design navigation center(s) with capacity to expand as needed to utilize extra capacity as a Warming and Cooling Center or Establish Warming/Cooling Center(s) for regular use to provide shelter and supportive services during inclement weather.

3.1.c. Create safe parking zones/sites for individuals and families experiencing vehicular homelessness where they can park safely and connect to additional services, including medical help, housing navigation, benefits, employment, hygiene needs, etc.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access to safe, low-barrier temporary housing options countywide

3.1.ACTION STEPS

3.1.a. Establish permanent year-round, low-barrier housing-focused navigation center(s) with countywide coverage and adequate capacity that use evidence-based practices to support households exiting homelessness.

3.1.d. Evaluate approaches for increasing crisis shelter options for special populations.

3.1.b. Design navigation center(s) with capacity to expand as needed to utilize extra capacity as a Warming and Cooling Center or Establish Warming/Cooling Center(s) for regular use to provide shelter and supportive services during inclement weather.

3.1.c. Create safe parking zones/sites for individuals and families experiencing vehicular homelessness where they can park safely and connect to additional services, including medical help, housing navigation, benefits, employment, hygiene needs, etc.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access to safe, low-barrier temporary housing options countywide

3.1.ACTION STEPS

3.1.a. Establish permanent year-round, low-barrier housing-focused navigation center(s) with countywide coverage and adequate capacity that use evidence-based practices to support households exiting homelessness.

3.1.d. Evaluate approaches for increasing crisis shelter options for special populations.

3.1.b. Design navigation center(s) with capacity to expand as needed to utilize extra capacity as a Warming and Cooling Center or Establish Warming/Cooling Center(s) for regular use to provide shelter and supportive services during inclement weather.

3.1.c. Create safe parking zones/sites for individuals and families experiencing vehicular homelessness where they can park safely and connect to additional services, including medical help, housing navigation, benefits, employment, hygiene needs, etc.

3.1.e. Assess whether host homes program could work for specific populations to create new housing opportunities in El Dorado.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

3.1.f. Incorporate tiny homes or pallet shelters as temporary housing solutions as a part of an overall continuum of housing solutions, to include permanent low-barrier housing-focused emergency shelters/navigation centers and adequate transitional housing.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

3.1.f. Incorporate tiny homes or pallet shelters as temporary housing solutions as a part of an overall continuum of housing solutions, to include permanent low-barrier housing-focused emergency shelters/navigation centers and adequate transitional housing.

3.1.g. Improve shelter system and day services.

Goal 3

• Increase Access to Homeless
Emergency Response Services

Strategies

3.1

Expand access
to safe, low-
barrier
temporary
housing options
countywide

3.1.ACTION STEPS

3.1.f. Incorporate tiny homes or pallet shelters as temporary housing solutions as a part of an overall continuum of housing solutions, to include permanent low-barrier housing-focused emergency shelters/navigation centers and adequate transitional housing.

3.1.g. Improve shelter system and day services.

3.1.h. Reduce existing barriers to entry and deepen housing-focused emphasis and programming at locations where people are experiencing homelessness regularly access.

Goal 3

• Increase Access to Homeless Emergency Response Services

Strategies

3.1

Expand access to safe, low-barrier temporary housing options countywide

3.1.ACTION STEPS

3.1.f. Incorporate tiny homes or pallet shelters as temporary housing solutions as a part of an overall continuum of housing solutions, to include permanent low-barrier housing-focused emergency shelters/navigation centers and adequate transitional housing.

3.1.g. Improve shelter system and day services.

3.1.h. Reduce existing barriers to entry and deepen housing-focused emphasis and programming at locations where people are experiencing homelessness regularly access.

3.1.i. Consider and address potential impacts on the surrounding community of any temporary housing, including navigation center, safe parking, or pallet shelter. Engage with the community, conduct facilitated conversations, provide examples of successful similar projects supported by data, and address concerns whenever possible.

Goal 3 Example Metrics

Short-term 6 months to 1 year	Medium-Term 1 to 3 years	Longer term 3 to 5 years
<p>Metric 3.1: Develop plans for navigation center(s) with regional coverage and begin implementation by Fall 2022 by leveraging additional state and federal funding.</p> <p>Metric 3.2: A low-barrier Warming Center is open and providing shelter and supportive services no later than Fall 2022.</p> <p>Metric 3.3: A safe parking pilot is in place for individuals and families no later than Fall 2022</p> <p>Metric 3.4: Develop plans for supplemental temporary housing solutions, such as tiny homes or a Pallet Program by Fall 2022.</p>	<p>Metric 3.5: A multi-disciplinary outreach program is providing services and support to unsheltered individuals.</p> <p>Metric 3.6: At least two additional housing navigators are providing services no later than June 30, 2023.</p> <p>Metric 3.7: A comprehensive strategy has been developed and at least 2 steps have been taken to improve transportation access for people experiencing homelessness no later than December 31, 2023.</p>	<p>Metric 3.8: A robust quarterly monitoring protocol is in place to track through HMIS first-time homelessness and returns to homelessness and measure impact of interventions intended to reduce both.</p> <p>22-0294 A43 of 52</p>

Goal 4

•Partner Across El Dorado to Build Collective Solutions

Strategies

4.1.

Deepen public understanding of homelessness and its solutions

4.2

Strengthen the homeless system response infrastructure

4.3.

Provide information and engagement opportunities to people with lived expertise

4.4

Improve communication, coordination, and collective action

Goal 4

•Partner Across El Dorado to Build Collective Solutions

Strategies

4.2.ACTION STEPS

4.2

Strengthen the
homeless system
response
infrastructure

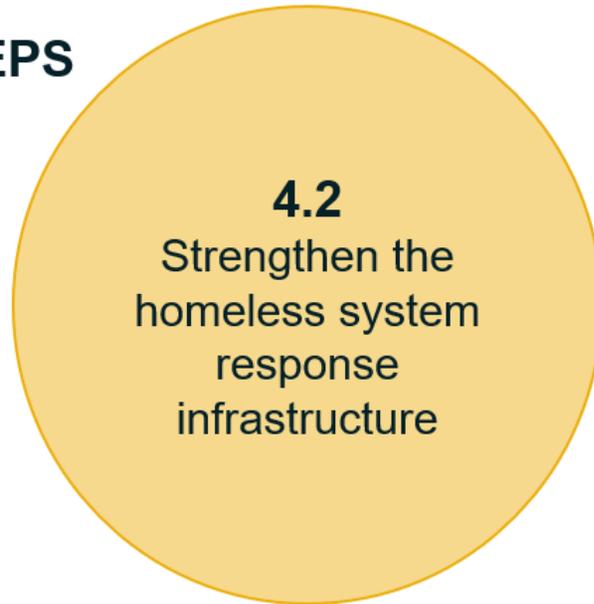
Goal 4

•Partner Across El Dorado to Build Collective Solutions

Strategies

4.2.ACTION STEPS

4.2.a. Develop a year-round structure for Countywide Strategic Plan implementation and reporting.



Goal 4

•Partner Across El Dorado to Build Collective Solutions

Strategies

4.2.ACTION STEPS

4.2.a. Develop a year-round structure for Countywide Strategic Plan implementation and reporting.

4.2
Strengthen the homeless system response infrastructure

4.2.b. Develop an annual work plan with prioritized action steps to guide Strategic Plan implementation along with identifying key stakeholders to guide those steps.

Goal 4

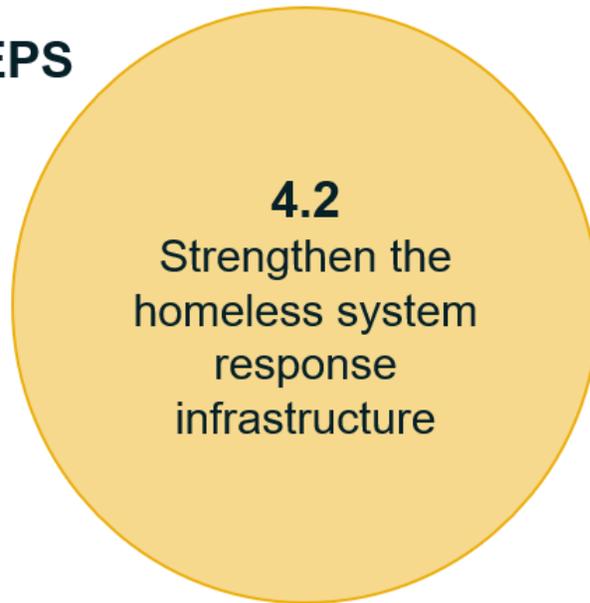
•Partner Across El Dorado to Build Collective Solutions

Strategies

4.2.ACTION STEPS

4.2.a. Develop a year-round structure for Countywide Strategic Plan implementation and reporting.

4.2.b. Develop an annual work plan with prioritized action steps to guide Strategic Plan implementation along with identifying key stakeholders to guide those steps.



4.2.c. Secure a funded staff position to support community wide implementation of Strategic Plan strategies to address homelessness in El Dorado, including coordination of various implementation bodies, the outreach campaign and carrying out various initiatives and action steps.

Goal 4 Example Metrics

Short-term 6 months to 1 year

Metric 4.1: A year-round communication strategy to educate the public about homelessness has been created, finalized, and put in place no later than December 31, 2022.

Metric 4.2: A countywide implementation body has been selected and is in place and has produced an annual work plan for calendar year 2023 no later than December 31, 2022.

Metric 4.3: Accessible outreach materials have been written, reviewed, and are circulated widely that share information about the myriad of resources, agencies, and organizations that provide services and support to people at risk of or experiencing homelessness no later than December 31, 2022.

Medium-Term 1 to 3 years

Metric 4.4: The process for creating a Lived Experience Advisory Board has commenced and the Advisory Board is in place no later than March 30, 2023.

Metric 4.5: CoC board members regularly present periodic updates at jurisdictional meetings through the region, no later than January 31, 2023.

Longer term 3 to 5 years

Metric 4.6: The CoC website has a public-facing dashboard that provides visualization of progress toward the 4 stated goals.

Measuring Plan Success

Homelessness will be



The homeless system of care will be



Next Steps



Questions

