

El Dorado County Continuum of Care Strategic Plan to End Homelessness

Continuum of Care Lead Agency:

El Dorado County Department of Human Services

Stakeholders:

El Dorado County Department of Human Services

Affordable Housing Coalition of El Dorado County

United Outreach of El Dorado County

South Lake Tahoe Women's Center

The Center for Violence Free Relationships

El Dorado County Department of Health Services

El Dorado County Office of Education

Placerville Union School District

El Dorado County Community Health Center

Job One

Emerging Hope

Sierra Recovery Center

M.O.R.E. Rehabilitation

Food Bank

H.E.L.P.

Homeless Advocacy Group

This document has been developed by the Department of Human Services, as Continuum of Care Lead Agency, based on input received from Stakeholders, to guide the ongoing efforts relative to the El Dorado County Continuum of Care for the homeless. The document represents the final product of the 2006-2007 State of California CDBG Planning and Technical Assistance grant, but the Continuum of Care Strategic Plan will continue to undergo periodic or annual updates based on changes in the local homeless population, the community, available funding sources and housing and service providers.

Executive Summary

Reaching the goal to end chronic homelessness has become a concern to the nation. President Bush made ending chronic homelessness in the next decade a top objective beginning with his 2003 budget. The goal of ending chronic homelessness continues to be a priority in current federal budget projections. The Department of Housing and Urban Development made this their goal as well. The El Dorado County General Plan Housing Element addresses the need to research, develop, and implement a plan to end chronic homelessness in El Dorado County. In order to develop a viable strategic plan, an analysis of both the internal and external environments must be developed. The environmental analysis strives to demonstrate the challenges before the agency in developing a continuum of care strategic plan. The Department of Human Services Housing Program staff, along with community stakeholders, have been given the responsibility of addressing Measure HO-24 of the 2008 General Plan Housing Element, which states that the Department will continue to:

“work with community and local organizations to provide community education on homelessness, gaining better understanding of the unmet need, and developing and maintaining emergency shelter programs, including funding for programs developed through interjurisdictional cooperation and working with local organizations to annually apply for the End Chronic Homelessness through Employment and Housing grant”
[Policy HO-4.4, HO-4.5 and HO-4.6] (Housing Element, 2008, p.75).

The lead agency responsible for coordination of the El Dorado County Continuum of Care is the El Dorado County Department of Human Services. The mission of the Department of Human Services is to provide: “a range of programs to assist persons in attaining or maintaining their self-sufficiency, independence and/or well-being. Our mission is to respectfully serve all persons in a manner that improves the overall quality of life in El Dorado County” (Reference: Human Services Mission Statement).

The expected outcome of Housing Element Measure HO-24 is a Continuum of Care strategy that continues to provide the County the opportunity to apply for funding to meet the needs of the chronically homeless population in the El Dorado County jurisdiction. This Continuum of Care Plan strives to reflect the vision, mission and values of a continuum of care strategy that demonstrates the mission of the Department and the community. This Plan also provides an internal and external analysis demonstrating the need for such a plan. In addition, long-term goals and objectives included in the Continuum of Care Plan demonstrate community involvement in the process. The County’s Housing Element states that funding sources will stem from the general fund; the State Emergency Shelter program; U.S. Department of Housing and Urban Development and other specialized funding identified through research relative to this project.

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Continuum of Care Strategic Plan

To End Homelessness

In El Dorado County

Introduction

On July 18, 2004, El Dorado County adopted a housing element to develop a plan for addressing the housing needs of residents of unincorporated areas of the County through year 2008. This goal is continued in the updated 2008-2013 Housing Element, adopted on July 1, 2008. Under housing element law, local governments are mandated to adequately plan to meet the existing and projected housing needs of all economic segments of the community. Specifically, the law states that counties and cities must prepare and implement housing elements that, along with federal and state programs, will help the state attain the goal of “decent housing and a suitable living environment for every Californian, including farm workers, as a priority of highest order” (Government Code Section 65580[a]) (Housing Element, 2008, p.1). The Continuum of Care strategic plan prepares the County to address a critical area of need demonstrated by United Outreach of El Dorado County, the South Lake Tahoe Women’s Center and The Center for Violence Free Relationships Emergency Domestic Violence Shelter Programs, the local Affordable Housing Coalition of El Dorado County, local stakeholders and advocates, the Housing Authority, and the Housing Element. Measure HO-24 within the Housing Element specifically addresses the need for “developing and maintaining emergency shelter programs, including funding for

programs developed through inter-jurisdictional cooperation and working with local organizations to annually apply for the End Chronic Homelessness through Employment and Housing grant” (Housing Element, 2008, p.75). In order for the County to continue eligibility to apply for funding sources to meet and address the funding constraints of non-profit developers, a continuum of care strategy must be in place. The area of need described in this strategic plan is the homeless population, including those at threat of becoming homeless in the near or distant future.

This document comprises a strategic plan for the El Dorado County Continuum of Care. It reviews the jurisdiction’s strengths, weaknesses, threats and opportunities and sets forth proposed strategies, goals and actions for the fight against homelessness in the community.

Vision Statement

The Stakeholders' vision of El Dorado County homeless services in 3-5 year's time is:

El Dorado County has developed this Plan to reach out to the homeless in the community so they know where they can obtain a hot meal, a warm and safe place to sleep, and services that will enable them to step-up from homelessness by seeking resources that will promote progress in their movement toward self-sufficiency. It is our vision that, within four (4) years, the homeless will have a designated staging house and homeless service program that will help them in achieving their personal goals toward ending homelessness.

Mission Statement

The central purpose of El Dorado County and its role to end homelessness are defined as follows:

El Dorado County's mission is to respectfully serve all persons in a manner that improves the overall quality of life in El Dorado County. Our mission in respect to this Plan is to reduce and mitigate homelessness in the County of El Dorado through a continuum of care strategy that includes community awareness and development of site location for a shelter and support services.

Values Statement

“Effective organizations identify and develop a clear, concise and shared meaning of values/beliefs, priorities and direction so that everyone understands and can

contribute” (About, Business & Finance, 2006). The Continuum of Care stakeholders believe that individuals and families living in the community deserve to be treated with dignity and respect regardless of the situation they find themselves in at the present, and that there is an opportunity for them to improve upon their situations through available community resources and services.

Strengths, Weaknesses, Threats & Opportunities

This Strategic Plan addresses the following key strengths, weaknesses, threats and opportunities that apply to El Dorado County now and are likely to apply in the foreseeable future:

Strengths:

- More than 15 years in Housing Industry
- Core planning group developed
- Commitment from community to seek opportunities to meet needs of homeless populations
- Ability to facilitate access to housing and supportive services
- Teamwork
- Strong commitment from Addiction Services Program
- Strong Mental Health and Public Health service commitment
- Opportunities for outreach to the homeless through local nonprofits already serving specific subpopulations of the County's homeless
- Upper Room dining access to homeless populations
- Bread and Broth dining access once weekly in South Lake Tahoe
- Over 40 years experience through local domestic violence programs in meeting shelter needs of homeless survivors of domestic violence
- HMIS initial implementation grant funding received to collect data on homelessness and track trends and demographics for planning and reporting purposes

- El Dorado County applied for and was awarded a State of California Community Development Block Grant (CDBG) to develop a Homelessness Resource Center to allow for provision of shelter and case management services to the homeless in the community

Weaknesses:

- Limited number of key stakeholders
- Solidarity among key stakeholders compromised due to conflicting needs
- Minimal funding sources
- Shortage of affordable rental housing
- Limited public transportation
- Lack of motivation among working groups
- Shortage of existing homeless service programs
- Community concerns relative to site locations

Threats:

- Lack of affordable rental housing
- Lack of funding opportunities
- Rural community
- Lack of training on outreach services to the homeless population
- Insufficient incentive for local for-profit developers to create affordable housing choices
- Lack of available transportation services between South Lake Tahoe and Placerville

- Potential increase in homeless population due to economic environment
- Health concerns

Opportunities:

- With Strategic Plan in place, opportunity to:
 - Develop local programs
 - Apply for funding sources that were previously inaccessible
- Small dedicated core groups to reach out to homeless populations
- Continuum of Care grant funding award received for HMIS incremental implementation
- State of California CDBG grant awarded to El Dorado County for Homelessness Resource Center

Environmental Analysis

This environmental analysis identifies community-wide approaches that can be initiated to reduce homelessness and achieve stable housing for those with the greatest barriers and those who present the greatest service challenge to the County.

Homeless Population

The first step in the environmental analysis defines and identifies the homeless population to be served:

- “street homeless” according to the Housing and Urban Development (HUD) definition are those individuals who routinely live on the streets;
- “Chronically” homeless are those individuals who are disabled and have either been continuously homeless for a year or more or have had at least four homeless episodes during the last three years (PD&R, January 2004, p.xiv); and
- “Homeless” persons are defined by the U.S. Government Code (Title 42, Chapter 119, Subchapter 1, Section 11302) as “an individual who has a primary residence that is in: (1) a publicly or privately operated shelter designed to provide temporary living accommodations; (2) an institution that provides a temporary residence for individuals intended to be institutionalized; or (3) a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.”

There are a number of factors that determine how, where and in what manner a homeless population count is determined in a community. The most effective process has been determined to be through a ‘snap-shot’ of a specific given time in every year, also referred to as a Point-in-Time Homeless Count. In 2008, El Dorado County hired

the consultant firm, HomeBase - The Center for Common Concerns, to conduct two homeless counts and surveys throughout all of El Dorado County. This was made possible through a 2006-2007 State Community Development Block Grant Planning and Technical Assistance grant award received by the County of El Dorado specifically to conduct a homeless count and needs survey. The first homeless count and survey was conducted during the last week of January (Appendix 1) as is required by the U.S. Department of Housing and Urban Development for Continuum of Care jurisdictions. The second homeless count was conducted during the month of June to obtain seasonal information on the homeless population in El Dorado County (Appendix 2).

The results of this survey indicate that annually, an estimated 301-304 people experience homelessness and are either unsheltered, in emergency shelters or in transitional housing. An overview of the results of both surveys indicates that:

- Between 17% and 27% of those surveyed meet the definition for chronic homelessness.
- Between 60 to 75 homeless persons counted during the survey were unsheltered.
- Most homeless people have been living in El Dorado County for extended time periods; a significant number have been living here for more than 10 years.
- Approximately 1/3 of those people who are homeless are not receiving any type of government benefits.
- More than 2/3 of the homeless needed services they were unable to access.

Agencies that have an interest in serving the homeless population may utilize this data to assist in developing a strategy to reach out to homeless individuals by going to

areas where they congregate rather than expecting the homeless to come to a local service provider’s door to present themselves and their situation.

Environment

The following table summarizes an analysis of the Political and Economic Trends, Customers, Culture and Leadership and Competition, along with Program Requirements and Resources considered in the evaluation of the current environment for the El Dorado County Continuum of Care strategic planning process. The summaries reflect current and emerging issues that will affect Continuum of Care stakeholders and any existing and future services that may be provided on behalf of the community’s homeless population over the next 3-5 years.

El Dorado County's Homeless Strategic Plan Environmental Analysis	
Focus Area	Summary of Issues
Political and Economic Trends	<ul style="list-style-type: none"> • Shifts in population • New residents • Number of well-educated in County <ul style="list-style-type: none"> - Competition for entry-level jobs • Affordable housing units <ul style="list-style-type: none"> - Identification of units available to persons on limited income • Living as homeless fosters mutual mistrust • Non-English speaking population rising <ul style="list-style-type: none"> - impacts employability - tend to work in jobs/industries without benefits • County Government <ul style="list-style-type: none"> - desire for livable community for all - Human Services experiencing more interest from the community to seek funding to support homeless projects - historical lack of funding opportunities available to support non-profits - Recognize need for transitional housing • Federal Government <ul style="list-style-type: none"> - increased complexities in state decision-making process

El Dorado County's Homeless Strategic Plan Environmental Analysis	
Focus Area	Summary of Issues
	<ul style="list-style-type: none"> - HUD funding decreasing yearly - updated strategic plan will allow for new funding opportunities
<p>Customers</p> <p>Internal</p> <p>External</p>	<ul style="list-style-type: none"> • Importance of maintaining morale of employees working with homeless population • Management recognition of morale issues • Maintain job satisfaction • Ongoing desire to improve customer service • Develop process to introduce homeless to Job Club activities <ul style="list-style-type: none"> • Access to case manager for services • Community representatives knowledgeable about services in County • Improve availability of services in community <ul style="list-style-type: none"> - limitations due to lack of shelters - limitations due to rural nature of community - inclement weather needs/challenges
<p>Culture</p> <p>(Definition: norms, values, perception of what is going on)</p>	<ul style="list-style-type: none"> • Service policies may be clear, but not easily understandable by homeless population served • Treat all with courtesy - regardless of circumstance at time • Maintain positive relationship of those serving population with their peers, supervisors, and management
<p>Leadership and Competition</p>	<ul style="list-style-type: none"> • Community support of strategic plan process • Stakeholders commitment to the process • Clear communication • Maintain commitment from County departments • Faith-based and other non-government organizations to be part of the process

El Dorado County's Homeless Strategic Plan Environmental Analysis

Focus Area	Summary of Issues
Program Requirements	<ul style="list-style-type: none"> • McKinney Vento - Continuum of Care Homeless Program application and funding • Challenges include: <ul style="list-style-type: none"> - staff retention - staff knowledge • Changes in funding and contracting requirements from HUD
Resources	<ul style="list-style-type: none"> • Health Services Department (Mental Health and Public Health services) • Affordable Housing Coalition • South Lake Tahoe Women’s Center Shelter • The Center for Violence Free Relationships Emergency Shelter • United Outreach • Developing Resource Guide for Homeless • Very limited public transportation • Partnerships with agencies that provide services • United Outreach Grace Place • Supplemental Food Program for Women, Infant and Children (W.I.C.) • General assistance (GA) • Human Services’ Homeless Assistance Program—One time only rent assistance • Section 8 Housing Choice Voucher Program • Upper Room Dining 7 nights a week • Bread and Broth -Tahoe dining one day per week • Homeless Program through Mental Health Program in South Lake Tahoe (shelter, MH services for dual diagnosis people) • Tahoe Christian Fellowship Love Your Neighbor Program (groceries and food pantry) • United Way of Reno and the Sierras (emergency shelter vouchers) • Salvation Army • Christmas Cheer- food and clothing • Family Resource Center- monthly and weekly commodities • Sierra Recovery Center- substance abuse issues

El Dorado County's Homeless Strategic Plan Environmental Analysis	
Focus Area	Summary of Issues
	<ul style="list-style-type: none"> • South Tahoe Recreation Center (daily access to free showers)

Based on the environmental analysis, next step strategies for the ongoing implementation of the El Dorado County Continuum of Care Strategic Plan are:

Short-Term Objectives

- Comprehensive survey completed will aid in the understanding of the barriers homeless individuals/families encounter
- Maintain current and develop new ongoing working relationship with community partners, including faith-based and community-based organizations
- Offer efficient prevention strategies that will target those that are not yet homeless, but will be if intervention does not take place
- Promote continued implementation and use of the HMIS (Homeless Management Information System) to track the homeless coming into and going out of the community for future strategy development
- Develop curriculum geared toward homeless and soon-to-be homeless to encourage obtaining gainful employment to prevent chronic homelessness
- Identify funding sources necessary to implement homelessness strategies
- Maintain a current Continuum of Care Plan, updated annually, that will enable the County to apply for funding sources on behalf of faith-based and community-based organizations and affordable housing developers

- Apply for funding sources on behalf of community-based and faith-based organizations and affordable housing developers
- In coordination with community members, develop and implement operations of a staging house for the homeless
- Develop up to 50 transitional housing units over the next 3-5 years, including 10 units dedicated for domestic violence victims
- Establish a homeless prevention program
- Address the mental and physical well-being of the homeless population by providing treatment and education through mental health and addiction services (EDC Housing Element, 2008)
- Support the work being performed by South Lake Tahoe Women's Center and The Center for Violence Free Relationships to break the cycle of violence and to reduce chronic homelessness among victims of domestic violence and their children throughout the County
- Explore new homeless service delivery options and partnerships
- Support job training and vocational programs that hire and train the homeless
- Develop shelter programs and supportive services for the homeless

Long-Term Objectives

Long term business objectives of El Dorado County Continuum of Care Strategy are summarized as:

- Maintain a Continuum of Care Plan that will meet the basic needs of homeless individuals through: (1) Establishing of a homeless prevention program; (2) Applying for funding for acquisition of permanent supportive housing units; and (3) Establishing a staging home for the homeless that will recognize and address the unmet needs of individuals
- Address the mental and physical well-being of the homeless population through a cooperative relationship with mental health and drug addiction services
- Fully implement, maintain and encourage community participation in the Homeless Management Information Service (HMIS) to collect unduplicated data, track trends and demographics, provide HUD required reports and analyze the effectiveness of services on a long-term basis
- Develop a Ten Year Plan to End Homelessness in El Dorado County to position the County and the community to take maximum advantage of federal resources available to address homelessness and strengthen all Continuum of Care funding opportunities
- Support, maintain and expand shelter programs, transitional housing and supportive services available to homeless in El Dorado County

Key Strategies

The following critical strategies will be pursued by El Dorado County:

1. Recognize and meet the housing needs of the homeless through a variety of programs
2. Maintain a strong Continuum of Care Plan enabling the County to apply to funding sources on behalf of faith-based and community-based organizations, and affordable housing developers
3. Develop a new guest-centered service delivery system for the homeless
4. Identify sources and apply for funding on behalf of community-based and faith-based organizations and affordable housing developers
5. In Coordination with community members, develop and implement operation of a staging house for homeless
6. In Coordination with community partners, pursue development of up to 50 transitional housing units over the next 3-5 years, including 10 units for domestic violence subpopulations
7. Establish a homeless prevention program that includes access to rental and utility assistance, payee programs and work experience programs
8. Address the mental and physical well-being of the homeless population by providing treatment and education through mental health and addiction services
9. Promote full implementation and use of the Homeless Management Information System (HMIS) to collect data, track trends and demographics, provide HUD with required reports and analyze the effectiveness of services
10. Develop a Ten Year Plan to End Homelessness in El Dorado County

Supplemental Strategies

The following important strategies will also be followed:

1. Develop a process with Development Services Department to ensure special use permits can be obtained to support staging houses for the homeless
2. Work with Development Services Department to update zoning ordinance so Transitional Housing projects can be approved in suitable locations throughout the County
3. Work with Tahoe Regional Planning Agency to encourage approval of Transitional Housing project(s) in the Tahoe Basin.
4. Assist various nonprofit organizations that provide emergency shelter and other aid to the homeless and other displaced persons
5. Work with emergency shelter programs that provide services in centralized locations that are accessible to the majority of homeless persons in need of shelter in the County
6. Establish and maintain a psychiatric emergency response team to assist those who are currently or potentially in danger of becoming homeless due to mental health issues (MH currently responds to provide client assessment when someone presents to the ER due to MH issues)
7. Continue to expand addiction services for those who currently are, or are in danger of becoming, homeless due to addiction issues
8. Identify whether a master leasing approach to secure and make affordable additional housing for chronically homeless individuals and homeless families will be effective in the jurisdiction (South Lake Tahoe Women's Center did this with

their transitional housing program for the first few years of the program before funding was received to purchase a duplex specifically to be used as transitional housing)

9. In partnership with developers, nonprofit organizations, and Housing Authority, establish a committee to focus on the identification of creative housing concepts, the creation of collaborative projects and the development of new housing on behalf of those in jeopardy of becoming homeless or those who experience chronic homelessness.

Major Goals

The following are key targets that the Continuum of Care Strategy stakeholders will strive to achieve over the next 3-5 years:

- Partnerships with existing nonprofit and for-profit corporations that are interested and able to construct and manage housing that is affordable to very-low and lower income households in order to expand their ability to serve the County
- Amendment(s) to the Zoning Ordinance to provide more flexibility in development standards as incentives for affordable housing developments and clearly define temporary shelters and transitional housing, as well as identify suitable sites for establishment of emergency shelters
- Application for and receipt of state and federal monies for direct support of affordable housing construction and rehabilitation on behalf of low to very-low income households
- Review of the County's residential development processing procedures to identify additional opportunities to further streamline the procedures for affordable housing projects
- Establishment of a network among all local organizations to provide ongoing community education about homelessness
- Establishment of a strong collaborative that addresses the prevention of homelessness, for this is the key to ending homelessness
- Gain a better understanding of the unmet needs of the homeless through interaction and communication among supportive services providers
- Increased supportive services such as:

- Outreach through addiction recovery programs
- Upper Room dining hall
- Food bank
- Homelessness Resource Center
- Public transportation options for the homeless to easily access and utilize needed support services, including transportation between South Lake Tahoe and the West Slope of El Dorado County

Strategic Action Steps

The following strategic action steps will be taken:

1. Annually refine and update the El Dorado County Continuum of Care Strategic Plan for use by County, stakeholders, nonprofit organizations and faith-based organizations
2. Identify and apply for funding sources that can promote affordable housing for the homeless, including emergency shelters, transitional housing and staging houses
3. Establish and implement a homeless prevention program that enables families to remain housed through support services and expansion of financial assistance that stabilizes households at risk of homelessness by providing help with back rent, move-in costs, security deposits and utility payments
4. Fully implement and maintain the Homeless Management Information Service (HMIS) system, providing critical information necessary to the preparation of future applications
5. Develop, maintain and support shelter programs, transitional housing and supportive service programs for the homeless.
6. Address the mental and physical well-being of individuals so that housing is an option on a long term basis
7. Develop a Community Ten Year Plan to End Homelessness to position the community to take maximum advantage of federal resources for homelessness and strengthen Continuum of Care funding opportunities

Financial Projections and Analysis

The primary factor necessary to enable the County to secure a strong financial standing is to ensure that the Continuum of Care Plan strategies, vision, mission and goals are aligned with requirements and expectations of the various funding sources available. The Department of Human Services will pursue grants that fulfill the vision outlined in this plan. The Department will continue to seek resources that focus on matching the organization’s vision to funds that are available in the marketplace and will aggressively pursue the funding needed to implement the vision.

The following are *examples* of financial resources that may be available to the County and its partners for the support of transitional housing, staging houses and shelter programs as a result of the County Continuum of Care Plan, as updated. These resources could be administered by the Public Housing Authority. This *sample* financial resource budget is based on a projection of establishing 50 transitional housing units over the next 3-5 years.

Sample Financial Resources: Planned Sources, Potential Dollar Amounts and Uses		
Sources	Potential Amount	Planned Uses
1. Federal Grants		
a) Housing Operating Fund	\$30,000	Operations
b) Housing Capital Fund	\$150,000	Housing Trust Fund
c) CDBG Housing Acquisition	\$500,000	Land purchase
d) HOME Investment Partnership Program Projects	\$3,100,000	Construction
e) Annual Contributions for Section 8 Project-Based Vouchers	\$328,200	PHA Project Allocation
f) Resident Opportunity and Self-Sufficiency Grants	\$0	
g) Cal-HFA Loan	\$1,800,000	Construction
h) HCD/MHP Loan	\$5,500,000	Construction
i) H.E.L.P. Grant	\$200,000	Project set-up
j) Supportive Housing Grants	\$150,000	Supportive services and operations
Sub-Total Federal Grants	\$11,758,200	

Sample Financial Resources: Planned Sources, Potential Dollar Amounts and Uses		
Sources	Potential Amount	Planned Uses
2. Housing Dwelling Rental Income		
(50 units x \$300 x 12)	\$180,000	Operations
3. Other income (list below)	\$0	
4. Other Non-federal sources (list below)		
Cal-HFA Rental Assistance	\$125,000	Rental operations
Administrative Fees	\$85,000	Operations
Interest Income		Unknown at this time
Sub-Total Non-Federal Sources	\$210,000	
Total resources	\$12,148,200	

The 50 transitional units proposed for acquisition will be existing units that may be leased or purchased and are reasonably priced due to a need for rehabilitation. The cost will be considerably less than that for new construction. Initially staff would apply for financing for project set-up from current applicable and available grant funding sources. Once initial funding is obtained, additional funding can be sought in order to acquire and rehabilitate the units.

The Department will assign a staff person funded by grant administrative allocations to oversee the process of developing and implementing transitional housing units and administer operations of the Plan. Once all units have been rehabilitated, a funding base for ongoing operations will be available from the rents received.

Financial Resources - Next Steps:

1. Continue to obtain Board and community partner approval of any identified need to modify concepts and of all funding applications and proposed projects.
2. Continue to work with local organizations in providing community education on homelessness, gaining a better understanding of the unmet needs of the homeless

population and developing and maintaining emergency shelter programs that include transitional housing units.

3. Establish as planned a Research, Development and Administrative Support Committee to direct implementation activities.
 - a. Articulate the Continuum of Care value to the community and to identify critical sectors, i.e. to those entities with a stake in the process.
 - b. Develop listings of special interest groups within the critical sectors and identify specific needs in order to hone grant searches.
4. The Department will actively seek out and encourage critical sectors to become financially supportive members of the process.
5. Seek grants that support continuing the vision and mission of the Continuum of Care Strategy, including funding for programs developed through interjurisdictional cooperation and coordinate with local organizations to annually apply for the End Chronic Homelessness through the Employment and Housing grants.

Critical Success Factors

In order for any plan to take shape and result in something beyond a document to read, the Department responsible for developing and implementing the plan must have concurrence and commitment from all parties. By definition, a critical sector is a group that represents an integral or essential component of the overall system that operates in El Dorado County. The Department of Human Services recognizes that, for the system to be effective, involvement of all critical sectors is necessary. The critical factors necessary for this Continuum of Care Plan to be successful are Community support, commitment from County officials and successful funding applications. The process of developing the Continuum of Care Strategy is the first step in establishing the critical success factors necessary to moving the project from minds of key stakeholders to reality. The strategy developed to meet the needs of the community must be continued forward through the actual implementation of the steps defined within the Continuum of Care Plan.

In order to ensure that no component of the system is overlooked, critical sectors were identified. Each sector was then broken into groups and each group into members. This will allow for identification of issues that are common to each sector. Once the needs are fully understood, the ability to facilitate services on behalf of that component of the system will be developed.

The following chart lists the Critical Sectors, Sector Groups and Sector Members:

Critical Sector	Sector Groups	Sector Members
Government Agencies	Federal Agencies	U.S. Department of Housing and Urban Development
		U.S. Department of Agriculture
	State Agencies	State Department of Housing and Community Development
		HOME Investment Partnership programs
	County Agencies	Health Services Department - Mental Health Division
		Health Services Department - Public Health Division
		Probation Department
		Human Services Department
		Multiple Departments - Economic Development Staff
	Community Organizations	United Outreach
The Center for Violence Free Relationships		
South Lake Tahoe Women's Center		
Affordable Housing Coalition		
County Office of Education		
Businesses	Marshall Hospital	
	DSI Output	
Volunteer networks	Court Appointed Special Advocates (CASA)	
	Rotary Club	
	Kiwanis Club	
	Lions Club of the Mother Lode	
	Soroptimists of Cameron Park	
	El Dorado Community Foundation	
	Hands on El Dorado	
H.E.L.P.		

Controls and Evaluation

Currently a limited number of resources exist that can be accessed to address alleviation of homelessness in El Dorado County. Barriers hinder access to additional funding sources that could lay the ground work for actual development of 'staging centers' for the homeless, a place where they could go to sign-in for a nights stay, take a shower, obtain a good meal, have a counselor, assess immediate needs and access transportation to resources. Once the necessary funding is obtained to develop a staging house, the Continuum of Care stakeholders can move forward with the application process for the development of transitional housing where homeless individuals can continue in their journey toward self-sufficiency. Transitional Housing will afford individuals and families the opportunity to learn skills necessary to live independently without any form of public assistance and truly become self-sufficient in the community.

Implementation of this Continuum of Care Strategic Plan to End Homelessness is both necessary and possible. The next steps are: (1) Apply to obtain funding from appropriate and applicable sources; (2) Overcome existing barriers to the development and maintenance of actual homeless shelters; and (3) Bring community leaders together to develop and implement a coordinated plan of action that avoids duplication of efforts to address the same issue.

The goal throughout the development of this Plan has been to present to the community, through open meeting participation, a path that addresses the prevention of homelessness in the long-term and helps those faced with homelessness now. The creation of a strategic plan opens the avenue necessary to seek affordable housing

loans and grants from both the State and Federal governments. Participation by the community, non-profit organizations, faith-based organizations, governmental agencies and the community leaders will enable the Department to fulfill the Continuum of Care goal of alleviating homelessness in El Dorado County.

The time is right to help those homeless with the greatest needs to overcome their by accessing services and resources in the community. It is a top priority of the Continuum of Care Strategy to encourage those homeless individuals and families in the community to understand that services are available and being expanded to help them seek and attain self-sufficiency.

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