

GOAL 4: PARTNER ACROSS EL DORADO TO BUILD COLLECTIVE SOLUTIONS

STRATEGY 4.1: DEEPEN PUBLIC UNDERSTANDING OF HOMELESSNESS AND ITS SOLUTIONS

Action Steps:

4.1.a	Roll out the Strategic Plan, using the process to support community-wide engagement and alignment around a single roadmap for next steps in addressing homelessness in El Dorado.
4.1.b	<p>Establish a year-round communication strategy to educate the public about homelessness and the local homelessness response, addressing common myths and celebrating progress in Strategic Plan implementation.</p> <ul style="list-style-type: none"> i. Highlight programs and services, data-driven best practices, opportunities for community members to get involved, and examples of impact and success.
4.1.c	Create resident- and business-focused initiatives that match local employers with individuals facing housing instability. Initiatives can include training, in addition to offering employment, scholarship, mentorship, or housing opportunities.
4.1.d	Consult and partner on an ongoing basis with local faith-based organizations to leverage their strengths in building community, providing essential services, and coordinating volunteers and resources.

STRATEGY 4.2: STRENGTHEN THE HOMELESS SYSTEM RESPONSE INFRASTRUCTURE

Action Steps:

4.2.a	<p>Develop a year-round structure for Countywide Strategic Plan implementation and reporting.</p> <ul style="list-style-type: none"> i. Create a Countywide implementation body (Committee/Taskforce) to lead the development of the communication strategy, coordinate the Strategic Plan implementation process and monitor the progress of the Strategic Plan's strategies to address homelessness in El Dorado.
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.

	<ul style="list-style-type: none"> i. Establish stakeholder committees as needed to achieve strategies of focus, with a process for regular updates to the County-wide implementation body. ii. Regularly provide updates on progress made on Strategic Plan goals, strategies, and metrics, and refine action steps as needed. <p>Establish Jurisdictional Action Committees to coordinate local Strategic Plan implementation in each municipality with representatives on the County-wide Implementation body.</p>
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.

STRATEGY 4.3: PROVIDE INFORMATION AND ENGAGEMENT OPPORTUNITIES TO PEOPLE WITH LIVED EXPERTISE

Action Steps:

4.3.a	<p>Establish a Lived Experience Advisory Board, comprised of people currently experiencing homelessness or with recent lived expertise who can provide feedback to the CoC and jurisdictions and be involved in policymaking and allocations processes within the CoC.</p> <ul style="list-style-type: none"> i. Outreach documents advertising the positions have been reviewed by people with lived experience before being circulated widely. ii. At least one person with lived experience of homelessness participates in the review and selection of Lived Experience Advisory Board members. iii. Lived Experience Advisory Board members are fairly compensated for their time participating on the Board.
4.3.b	Provide meaningful opportunities for people with lived experience of homelessness to share their stories and advocate for what they need, including focus groups, surveys, invitations to speak at meetings, etc. Provide opportunities for allies to partner with persons with lived expertise and advocate with and on behalf of them if asked.
4.3.c	<p>Develop policies that are humane and responsive to the needs of unsheltered individuals and families.</p> <ul style="list-style-type: none"> i. Ensure policies reflect the input of those living unsheltered. ii. Repeal or stop enforcing policies that criminalize homelessness. iii. Work with experts and persons with lived experience on encampment resolution.

4.3.d	Provide more education about mental illness and its impacts on individuals and its intersection with homelessness.
4.3.e	<p>Develop resource materials and educational information that can be available online, through social media, and accessible at places where people experiencing or at risk of homelessness can learn more about the variety of organizations and services in the community.</p> <ul style="list-style-type: none"> i. Expand language accessibility to materials, including online and printed. ii. Ensure that people with lived experience of homelessness are part of the development of the materials or can review/edit them prior to release.

STRATEGY 4.4: IMPROVE COMMUNICATION, COORDINATION, AND COLLECTIVE ACTION

Action Steps:

4.4.a	<p>Increase participation by key stakeholders and essential community partners in meaningful solutions to address homelessness in El Dorado.</p> <ul style="list-style-type: none"> i. Involve philanthropy, service organizations, and faith community in supporting critical initiatives such as public engagement and education campaigns, the flexible housing and risk mitigation funds, and volunteer opportunities. ii. Support opportunities for community members to engage and connect with people experiencing homelessness, such as volunteer food service, that then connect to larger solution-focused campaigns. iii. Include diverse stakeholders in Strategic Plan implementation processes and committees to support engagement across sectors and ensure that all partners with a stake in addressing homelessness are part of the solution.
4.4.b	<p>Provide additional opportunities for facilitated conversations with the Elected leadership, CoC leadership, CoC Board members, key stakeholders in the homeless system of care, and members of the community as they seek to work together in an actionable way to implement the Strategic Plan.</p>
4.4.c	<p>Continue to enhance the CoC’s website with a publicly facing dashboard that shows progress towards identified goals (i.e., services offered, people assisted, or people placed into housing) and information regarding success stories, challenges, key policy decisions, funding allocations, available resources, housing opportunities, etc.</p>

4.4.d	Evaluate and track any disparities in access to the homeless system of care and in those who receive housing and services, including racial disparities, and implement training and program modifications to address any identified disparities.
4.4.e	Develop a new routine where CoC Board members provide periodic updates at jurisdictional meetings and jurisdictional leadership and other departmental staff (i.e., Planning, HHS, Behavioral Health, etc.) provide updates at CoC meetings.

GOAL 4 EXAMPLE METRICS

Short-Term 6 months to 1 year	Medium-Term 1 to 3 years	Longer-Term 3 to 5 years
<p>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.</p> <p>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.</p> <p>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</p>	<p>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.</p> <p>Metric 4.5: CoC board members regularly present periodic updates at jurisdictional meetings through the region, no later than January 31, 2023.</p>	<p>Metric 4.6: The CoC website has a public-facing dashboard that provides visualization of progress toward the 4 stated goals.</p>

homelessness no later than December 31, 2022.		
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APPENDIX A: ACKNOWLEDGEMENTS

The Community Plan to Prevent and End Homelessness was drafted by Homebase and was guided and developed by all organizations that participate in the El Dorado Opportunity Knocks CoC (the Continuum of Care) as well as many other service providers and partners that engaged in meetings, focus groups, and surveys. The CoC would like to thank the members of the Homelessness Strategic Plan Steering Committee for their partnership and guidance throughout the process of developing this Strategic Plan. Special thanks to the many nonprofit service providers; faith-based, healthcare, and other stakeholders; city and county government staff; individual community members and the individuals experiencing homelessness or with recent experience for sharing their invaluable stories, expertise, and insight. This plan would not exist without the effort and commitment of all of you.

El Dorado Opportunity Knocks Continuum of Care Officers

- Marissa Muscat, MD, Barton Hospital, CoC Co-Chair
- Michael Boyd, El Dorado County Probation, CoC Co-Chair
- Margaret Lewis, El Dorado County Office of Education, CoC Vice-Chair
- Jennifer LaForce, Only Kindness, Secretary
- Pam Maxwell, US Bank, Treasurer

Jurisdictional Partners

- El Dorado County
- The City of Placerville
- The City of South Lake Tahoe
- Current and Former Members of the El Dorado County Board of Supervisors
- Current and Former Members of the Placerville City Council
- Current and Former Members of the South Lake Tahoe City Council
- El Dorado County Health and Human Services Agency

El Dorado Opportunity Knocks CoC Board Members

- Barton Hospital
- El Dorado County Office of Education
- El Dorado County Probation
- El Dorado County Sheriff's Office
- Green Valley Community Church
- Housing El Dorado, Pathways
- Job's Shelters of the Sierra
- Live Violence Free
- New Morning Youth and Family Services
- Only Kindness
- South Lake Tahoe Police Department
- Tahoe Prosperity Center
- Tahoe Youth and Family Services
- The City of Placerville
- Volunteers of America
- US Bank

El Dorado Opportunity Knocks CoC Members & Partners

- El Dorado Community Foundation
- El Dorado National Alliance on Mental Health (NAMI)
- Food Bank El Dorado County
- Gainsbrugh Ministries
- Tahoe Coalition for the Homeless
- Marshall Foundation for Community Health
- Marshall Medical Center
- Soroptimist International Placerville
- Upper Room

APPENDIX B: IMPLEMENTATION PLAN

Goal 1: Stop Homelessness Before It Begins

<i>Activity</i>	<i>Steps</i> (\$ → \$\$\$ scale indicates initial cost from low to high)	<i>Responsible Parties</i>	<i>Stakeholders</i>	<i>Funding Source</i>
<p>Strategy 1.1: <i>Bolster the Emergency Response System</i></p>	<p>Short-Term</p> <ul style="list-style-type: none"> 1.1.a. Coordinate with Emergency Response System providers 1.1.b. Coordinate with 2-1-1 service to help connect people to CES and homelessness prevention and diversion services, including rental assistance, eviction defense advocates, supportive services, and housing locator services. 			
<p>Strategy 1.2: <i>Increase Prevention and Diversion Services in El Dorado</i></p>	<p>Short-Term</p> <ul style="list-style-type: none"> 1.2.b. Ongoing education and training on prevention and diversion 1.2.c. Identify and align resources for prevention and diversion and identify gaps in the availability of resources. 1.2.e. Develop a process to work with the El Dorado County Office of Education McKinney-Vento Program Liaison to ensure early identification of families facing housing instability. <p>Medium-Term</p> <ul style="list-style-type: none"> 1.2.a. Create and implement coordinated, system wide prevention and diversion screening and problem-solving protocols to help people at high risk of homelessness remain housed. 1.2.d. Identify and allocate flexible funding for prevention and diversion and eviction prevention and designate agencies to disburse those funds to eligible clients. 1.2.f. Collaborate with agencies and partners (e.g., local colleges, child welfare agencies) to identify transition age youth, including youth 			

<i>Activity</i>	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 1.2 <i>(cont'd)</i>	<p>aging out of foster care who are experiencing or at-risk of homelessness.</p> <p>1.2.g. Survey the housing needs of senior residents aging in place to ensure physical and mental well-being and housing stability. Consider funding options for those identified at risk of losing their housing where a small monthly subsidy would eliminate the risk.</p>			
Strategy 1.3: <i>Improve Coordination to Ensure Individuals are not Discharged into Homelessness</i>	<p>Medium -Term</p> <p>1.3.a. Coordinate discharge planning with the following systems: the criminal legal system, (including juvenile legal system), child welfare (including foster care), and hospital systems.</p> <p>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.</p> <p>Longer -Term</p> <p>1.3.b. Create additional resources and housing for people discharged from institutions:</p> <p>Requires new funding</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 1.4: Strengthen the Support Systems Available to Help Residents Maintain Housing</p>	<p>Medium-Term</p> <ul style="list-style-type: none"> 1.4.a: Expand access to income, including employment and benefits, for people experiencing homelessness and recently homeless households. 1.4.b: Work with all local housing and rental assistance providers to annually assess whether any of their tenants who have received past financial support need additional support to prevent re-entry into homelessness. 1.4.c: Create a multi-disciplinary team to provide intensive support and a tailored interventions as needed for at-risks households to prevent returns to homelessness. 1.4.e. Strengthen partnerships and coordination with mainstream agencies such as legal aid, credit repair services, public benefits advocacy and appeals (Medicaid, SNAP, TANF, SSI/SSDI), workforce development, etc. <p>Longer-Term</p> <ul style="list-style-type: none"> 1.4.d: Increase the availability and amount of flexible funds that support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies. <p>Requires new funding</p>			

Goal 2: Increase Housing for All El Dorado Residents

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 2.1: Assess and Use Available Public and Private Land for Permanent Housing</p>	<p>Short-Term</p> <ul style="list-style-type: none"> 2.1.f. Explore models from other communities that implemented PSH programs 2.1.e. Explore master lease, lease to own, or create agreements with existing facilities in the community to create PSH. <p>Medium-Term</p> <ul style="list-style-type: none"> 2.1.b: Rehabilitate vacant or underutilized properties to create PSH. 2.1.c: Evaluate the feasibility and next steps for immediate development of rent-controlled apartment buildings, multi-family housing units, and in-law units, as well as non-traditional options such as repurposed motels/hotels and/or Accessory Dwelling Units (ADUs). 2.1.d: Consider the development of single-room occupancy (SROs) buildings, which provide non-congregate, small furnished single rooms within multi-tenant buildings for residents with low- or minimal income who may be transitioning out of long-term homelessness. <p>Longer-Term</p> <ul style="list-style-type: none"> 2.1.a: Establish a five-year Countywide Housing Development Pipeline that identifies an achievable path to establish new housing for unsheltered populations and other underserved populations. <p>Requires new funding</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 2.2: Protect and Expand Affordable Housing through Local Policy</p>	<p>Short-Term</p> <p>2.2.c. Develop “Moving On” policies within the Public Housing Authority that prioritize Housing Choice Vouchers for people in permanent supportive housing (PSH) to provide an affordable housing option and short-term services and resources that support program participants during and shortly after their transition to a greater level of independence. The Moving On program helps to keep limited supportive housing available for households who need intensive services.</p> <p>Medium-Term</p> <p>2.2.a: Evaluate current City and County policies to identify any rules or programs in place that inhibit development of affordable housing. Identify changes that would reverse the negative impacts of those policies.</p> <p>2.2.b.: Adopt City and County policies that require set asides for all new development, dedicating a certain proportion or number of units within each new development for very low-income (VLI) and extremely low-income (ELI) households.</p> <p>2.2.d.: Create local policies that incentivize absent landlords to sell or develop properties (e.g., residential vacancy tax or other similar efforts, including county-level approaches).</p> <p>Requires new funding</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 2.3: Increase Access to Housing through a Coordinated Landlord Engagement Campaign</p>	<p>Short-Term</p> <p>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.</p> <p>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.</p> <p>Medium-Term</p> <p>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.</p> <p>Requires new funding</p>			
<p>Strategy 2.4: Expand the Flexibility and Availability of Resources to Subsidize and Operate Supportive Housing</p>	<p>Short-Term</p> <p>2.4.c: Maximize the availability and use of housing vouchers and other housing subsidies that can be used to address homelessness to increase total resources available for supportive housing, including adopting a homeless preference for all possible Public Housing Authority vouchers.</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 2.4: <i>(cont'd)</i>	<p>Medium-Term</p> <p>2.4.a: Engage all stakeholders, including cities, county agencies, and the CoC, in growing the federal and state funding available for supportive housing through new and existing programs.</p> <p>2.4.b: Direct mainstream supportive service resources toward ending homelessness, including Medi-Cal and Mental Health Services Act (MHSA) funding.</p>			
Strategy 2.5: Create Flexible Resources to Expedite a Household's Ability to Attain Permanent Housing	<p>Short-Term</p> <p>2.5.d. Expand rental assistance programs to cover application fees and assistance with security deposits and move-in costs to help ensure vouchers are utilized equitably</p> <p>Medium-Term</p> <p>2.5.a: Develop a Flexible Housing Fund program to provide financial support to individuals and families with moving costs, addresses the limitations of housing subsidies to respond to rapidly rising housing costs, and tackle other financial barriers that can prevent people from successfully exiting homelessness.</p> <p>2.5.b: Strengthen access to resources to support households with expungement, credit assistance, and document readiness to ensure they can use available housing subsidies as quickly as possible.</p> <p>2.5.c: Develop a shared housing program that can increase the housing available to single adults through 2- and 3-bedroom homes for individuals exiting homelessness by coordinating across programs</p>			

Goal 3: Increase Access to Homeless Response Emergency Services

<i>Activity</i>	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 3.1: Expand Access to Safe, Low-barrier Temporary Housing Options Countywide</p>	<p>Short-Term</p> <ul style="list-style-type: none"> 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, minimize barriers to prevent people from participating, and are open around the clock to provide resources, services, and connections to housing. 3.1.d. Evaluate approaches for increasing crisis shelter options for special populations. 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, including permanent low-barrier housing-focused emergency shelters/navigation centers and adequate transitional housing. <p>Medium-Term</p> <ul style="list-style-type: none"> 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, 3.1.e. Assess whether host homes program could work for specific populations to create new housing opportunities in El Dorado. 3.1.f. Explore using tiny homes or pallet shelters as temporary housing solutions if part of an overall continuum of housing solutions, including medical help, housing navigation, benefits, employment, hygiene needs, etc. 			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.1: (cont'd)	<p>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.</p> <p>Requires new funding</p>			
Strategy 3.2: Expand Countywide Street and Encampment Outreach	<p>Short-term</p> <p>3.2.b: Enhance support of existing outreach teams</p> <p>3.2.c: Evaluate and Improve Street and Encampment Outreach</p> <p>Medium-term</p> <p>3.2.a: Establish a mobile multi-disciplinary program to support health and wellness and provide connections to benefits and other resources to exit homelessness.</p> <p>3.2.d: Develop a peer support program as part of an interdisciplinary approach that trains and uses peers with lived experience of homelessness for street outreach and system navigation.</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 3.3: Expand Services to Support Exits from Homelessness</p>	<p>Short-term</p> <p>3.3.g: Ensure local programs that primarily serve people experiencing homelessness can access and fully participate in the Front Door Coordinated Entry System and can enter data into the countywide HMIS.</p> <p>Medium-term</p> <p>3.3.a: Hire housing navigator staff to help increase exits from homelessness by building and maintaining relationships with landlords, affordable housing providers, and other housing programs to help increase the number of units available for households exiting homelessness</p> <p>3.3.b: Expand supportive services available to individuals and families experiencing homelessness.</p> <p>3.3.d: Provide additional support to participants who exit shelters to permanent housing through proactive case management and best practice strategies, such as motivational interviewing, trauma-informed care, and housing-focused case management and planning.</p> <p>3.3.f: Expand the use of a hotline to operate 24/7 as the publicly available contact point that supports unhoused and housed residents in need of case management or behavioral health services, shelter or housing, or public works/sanitation/safety support.</p> <p>Longer--term</p> <p>3.3.c: Identify a partner to build out workforce development programming specifically for households who are unhoused (or formerly unhoused) who have secured or maintained housing with a one-time grant or ongoing rental subsidy/voucher.</p> <p>3.3.e: Strengthen partnerships and coordination with mainstream agencies such as legal aid, credit repair services, public benefits</p>			

<i>Activity</i>	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	advocacy and appeals (Medi-Cal, CalFresh, CalWORKS, SSI/SSDI), workforce development, etc.)			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
<p>Strategy 3.4: Expand Services for Subpopulations with Special Needs</p>	<p>Short-term</p> <p>3.4.f: Build stronger partnerships with service providers working with specific subpopulations to expand connections to mainstream resources</p> <p>3.4.h: Review data entry and data quality requirements for HMIS-participating homeless service providers to improve local understanding of the scope of chronic homelessness in El Dorado.</p> <p>Medium-term</p> <p>3.4.a: Expand access to mental and behavioral health services for the homeless population.</p> <p>3.4.b: Expand support services for people with a history of criminal legal system involvement, including housing location, record expungement, and credit repair.</p> <p>3.4.c: Anticipate and address the growing needs of older adults experiencing homelessness in El Dorado.</p> <p>3.4.d: Strengthen the system of care targeting youth and young adults to ensure culturally competent service delivery and engagement.</p> <p>3.4.e: Evaluate, track, and implement training and program modifications to address disparities in system access and service provision for special subpopulations, including for people of color, non-English speakers, and persons identifying as LGBTQ+.</p> <p>Longer-term</p> <p>3.4.g: Establish a quarterly monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time or who return to homelessness, and to track impact of interventions to help with understanding the needs of high-risk households.</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.5: <i>Improve Transportation Options to Help People Obtain and Maintain Housing</i>	Medium-Term 3.5.a: Develop a comprehensive transportation strategy in partnership with local transit authorities that considers the transportation needs of people experiencing homelessness.			

Goal 4: Partner Across El Dorado to Build Collective Solutions

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 4.1: <i>Deepen Public Understanding of Homelessness and its Solutions</i>	Short-Term 4.1.a: Roll out the Strategic Plan, using the process to support community-wide engagement and alignment around a single roadmap for next steps in addressing homelessness in El Dorado. 4.1.b: Establish a year-round communication strategy to educate the public about homelessness and the local homelessness response, addressing common myths and celebrating progress in Strategic Plan implementation. Medium-Term 4.1.c: Create resident- and business-focused initiatives that match local employers with individuals facing housing instability. Initiatives can include training, in addition to offering employment, scholarship, mentorship, or housing opportunities. 4.1.d: Consult and partner on an ongoing basis with local faith-based organizations to leverage their strengths in building community, providing essential services, and coordinating volunteers and resources.			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	Requires new funding			
Strategy 4.2: Strengthen the Homeless Response Infrastructure	<p>Short-Term</p> <p>4.2.a: Develop a year-round structure for Countywide Strategic Plan implementation and reporting</p> <p>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.</p> <p>Medium-Term</p> <p>4.2.c: Secure a funded staff position to support communitywide 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.</p>			
Strategy 4.3 Provide Information and Engagement Opportunities to People with Lived Experience of Homelessness:	<p>Short-Term</p> <p>4.3.b: Provide meaningful opportunities for people with lived experience of homelessness to share their stories and advocate for what they need, including focus groups, surveys, invitations to speak at meetings, etc. Provide opportunities for allies to partner with persons with lived expertise and advocate with and on behalf of them if asked.</p> <p>4.3.e: Provide more education about mental illness and its impacts on individuals and its intersection with homelessness.</p> <p>4.3.f: Develop resource materials and educational information that can be available online and accessible at the public library, at transportation sites, and other places where people experiencing</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	homelessness or at risk of homelessness can learn more about the variety of organizations and services in the community.			
Strategy 4.3 (cont'd)	<p>Medium-Term</p> <p>4.3.a: Establish a Lived Experience Advisory Board, comprised of people currently experiencing homelessness or with recent lived expertise who can provide feedback to the CoC and jurisdictions and be involved in policymaking and allocations processes within the CoC.</p> <p>4.3.c: Center racial equity and the voices of people with lived experience of homelessness in homeless services design. To do this, the CoC and jurisdictions must commit to lowering barriers to entry to outreach, shelter, and housing interventions; as well as emphasizing the goals of each individual and their unique barriers to housing stability.</p> <p>4.3.d: Develop policies that are humane and responsive to the needs of unsheltered individuals and families.</p>			
Strategy 4.4: Improve Communication, Coordination, and Collective Actions	<p>Short-Term</p> <p>4.4.a: Increase participation by key stakeholders and essential community partners in meaningful solutions to address homelessness in El Dorado.</p> <p>4.4.b: Provide additional opportunities for facilitated conversations with the Elected leadership, CoC leadership, CoC Board members, key stakeholders in the homeless system of care, and members of the community as they seek to work together in an actionable way to implement the Strategic Plan.</p> <p>4.4.f: Develop a new routine where CoC Board members provide periodic updates at jurisdictional meetings and jurisdictional leadership and</p>			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	other departmental staff (i.e., Planning, HHSA, Behavioral Health, etc.) provide updates at CoC meetings.			
Strategy 4.4: (cont'd)	<p>Medium-Term</p> <p>4.4.d: Evaluate, track, and implement training and program modifications to address any disparities in system access and service provision for special subpopulations.</p> <p>4.4.e: Engage partners from other Counties/CoC's to learn what programs and evidence-based practices have been successful in those areas. Develop a peer network to share challenges, successes, and to collaborate with regionally.</p> <p>Longer-Term</p> <p>4.4.c: Continue to enhance the CoC's website with a publicly facing dashboard that shows progress towards identified goals (i.e., services offered, people assisted, or people placed into housing) and information regarding success stories, challenges, key policy decisions, funding allocations, available resources, housing opportunities, etc.</p>			

APPENDIX C: GLOSSARY OF KEY TERMS

Ambassador Program is a program which would provide local outreach to unhoused residents, hospitality and safety services for the community, maintenance and cleaning of public spaces, and employment opportunities for those with lived experience of homelessness.

At risk of homelessness is a status given to individuals and their families who have unstable housing and inadequate income and resources.⁴²

Behavioral Health describes the connection between a person's behaviors and the health and well-being of the body and mind.⁴³

California Emergency Solutions and Housing (CESH) Program provides funds for a variety of activities to assist persons experiencing or at risk of homelessness. Funds primarily may be used for five primary activities: housing relocation and stabilization services (including rental assistance), operating subsidies for permanent housing, flexible housing subsidy funds, operating support for emergency housing interventions, and systems support for homelessness services and housing delivery systems.

Case management includes assessment, planning, facilitation, care coordination, evaluation and advocacy with people experiencing homelessness. Staff work with individuals and families to address their comprehensive needs to help them exit homelessness and stay housed.

Chronically Homeless is when a person has been homeless for at least a year, either 12 months consecutively or over the course of at least 4 separate occasions in the past 3 years. To be chronically homeless, the individual or head of household must also have a disability.

“By-Name” List would be a complete and inclusive list of every person experiencing homelessness in the El Dorado County. It would include information collected and shared with the individual’s consent like their name, history, health considerations, and housing needs.

Community Development Block Grant (CDBG) is a flexible program run by HUD that provides communities with resources to address a wide range of unique community development needs.

Continuum of Care (CoC) is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule⁴⁴ for a defined geographic area. A CoC is composed of representatives of organizations including: nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless Veterans, and homeless and formerly homeless persons.

⁴² See 24 C.F.R. § 576.2 for complete definition of “at risk of homelessness” under the Emergency Solutions Grant Program.

⁴³ CDC, The Critical Need for a Population Health Approach: Addressing the Nation’s Behavioral Health During the COVID-19 Pandemic and Beyond. Available at: https://www.cdc.gov/pcd/issues/2020/20_0261.htm

⁴⁴ CoC Interim Rule, <https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/>

Responsibilities of a CoC include operating the CoC, designating and operating an HMIS, planning for the CoC (including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for CoC Program funds.

CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

CoC Program Interim Rule focuses on regulatory implementation of the CoC Program, including the CoC planning process. The CoC Program was created through the McKinney-Vento Homeless Assistance Act as amended by the HEARTH Act of 2009.⁴⁵

Coordinated Entry System (CES) provides a centralized approach to connect the region's most vulnerable homeless residents to housing through a single community-wide assessment tool and program matching system. El Dorado CES is called Front Door.

Congregate Shelters are facilities with overnight sleeping accommodations, in shared quarters, the primary purpose of which is to provide temporary shelter for the homeless.

Cost burden is the ratio of housing costs to household income. For renters, housing cost is gross rent (contract rent plus utilities). For owners, housing cost is "select monthly owner costs," which includes mortgage payment, utilities, association fees, insurance, and real estate taxes.

Day center or day services offer showers, internet access, case management, housing navigation, and other supportive services during traditional daytime hours. In most cases these services are free.

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Emergency Housing Voucher (EHV) is a program available through the American Rescue Plan Act (ARPA). Through EHV, HUD is providing 70,000 housing choice vouchers to local Public Housing Authorities (PHAs) in order to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability.⁴⁶

Emergency Shelter is any facility with overnight sleeping accommodations, the primary purpose of which is to provide temporary shelter for the homeless in general or for specific

⁴⁵ Ibid.

⁴⁶ <https://www.hud.gov/ehv>

populations of the homeless. Shelter may include year-round emergency shelters, winter and warming shelters, navigation centers and transitional housing. These types of shelter have varying hours, lengths of stay, food service, and support services.

Emergency Solutions Grants (ESG) provides funds to assist people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness.

Fair Market Rent (FMR) is a statistic developed by HUD in order to determine payments for various housing assistance programs. It is generally calculated as the 40th percentile of gross rents for regular, standard quality units in a local housing market. It excludes low-quality, subsidized, or units that have been built in the last 2 years. FMR rent data is typically taken from recent move-ins rather than long-term tenants. FMR includes core utilities, like water and power, but does not include internet and other optional services.

Federal Poverty Guidelines are issued each year by the federal Department of Health and Human Services. The guidelines are a simplification of the federal poverty thresholds and are used to determine financial eligibility for certain federal programs.

Flexible Funds have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for different purposes. They can pay for costs that will result in an immediate solution of a housing crisis. They can bridge the gap while permanent housing is secured. They can cover household needs that will help people keep their housing. Flexible funding can be used to purchase grocery cards, gas cards, certificates or licenses to work, car repair, furniture, pest extermination, storage, essential minor repairs to make living space more habitable, transportation vouchers/passes, costs for birth certificates or other documents, bus or train tickets, shipping belongings, housing application fees, credit checks, rental deposits, past due rent, one-month rent on new units, utility deposit, and/or utility payments.

Functional End to Homelessness means that the number of people experiencing homelessness at any time does not exceed the community's ability to house that many people within a brief period of time. This requires systems to prevent homelessness, be able to quickly detect homelessness when it occurs, and permanently and promptly resolve it.

Homeless is defined by HUD in four categories:

- (1) individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided;
- (2) individuals and families who will imminently lose their primary nighttime residence;
- (3) unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and
- (4) individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

Homeless Emergency Aid Program (HEAP) is a \$500 million one-time block grant program designed to provide direct assistance to cities, counties and CoCs to address the homelessness crisis throughout California.

Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) was signed into law in 2009. HEARTH reauthorized the McKinney-Vento Act. It also provided substantial changes to the law, updating the definition of homelessness and chronic homelessness, as well as other changes including consolidating competitive grants, simplifying match requirements, and providing prevention resources.

Homeless Housing, Assistance and Prevention (HHAP) Program is a \$650 million one-time block grant that provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges.

Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Homeless student is defined under the McKinney-Vento Act as a child without a regular adequate residence, which includes any students living in shelters, in substandard housing, doubled up with friends or relatives because they have no other place to go and cannot afford a home. The other living arrangements included are single room hotels, cars, parks, and public places.

Homeless system of care is another way of describing the Continuum of Care (CoC) and the network of partners who come together to work to support people experiencing homelessness or at risk of homelessness.

Housing and Urban Development (HUD), U.S. Department of, is the federal agency responsible for national policy and programs that address housing needs, improve and develop communities, and enforce fair housing laws.

Housing Choice Vouchers (HCVs), formerly known as the Section 8 program, are long-term rental subsidies funded by HUD and administered by Public Housing Authorities that can be used to help pay for rent.

Housing Element is the County's plan to meet the housing needs of everyone in the community – a blueprint for how the county will grow and develop. *Housing Element Updates* are required every five years by the California Department of Housing and Community Development to guide the creation of housing policy in El Dorado County.

Housing First is a well-accepted, national, evidenced-based best practice that eliminates barriers to housing, ensuring individuals and families can exit homelessness as quickly as possible. Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are

offered on a voluntary basis to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.⁴⁷

Housing-focused shelter (also sometimes called “navigation centers”) help people connect long-term solutions to homelessness and address the barriers that keep them from becoming housed. The goal is to help people exit homelessness as rapidly as possible. Once housed, people can work on the underlying challenges that undermine their stability. Housing-Focused Shelters typically offer: admissions policies that screen-in (not screen out) households, and welcome pets, partners, and possessions; minimal rules and restrictions that focus on safety (e.g., no weapons) and ability for people to come and go, with 24-hour operations; client-centered services tailored to support a household’s ability to exit homelessness (e.g., job training, benefits enrollment); physical layout and aesthetics that include community spaces, outdoor spaces for pets, storage for possessions, mixed-gender dormitories that allow partners to request beds next to one another, and other design elements that promote a welcoming environment; staff with cultural competencies who treat residents with respect and dignity and caseloads that are kept small enough for staff to spend adequate time with each client; and co-location of benefits eligibility workers, health care, Department of Public Health, and other services. Partnerships with programs such as meals-on-wheels can assist with providing food.

Housing wage is an estimate of the hourly wage a full-time worker must earn to afford a rental unit at HUD’s Fair Market Rent (FMR) without spending more than 30% of income on housing costs, the accepted standard of affordability.

Inclusionary Housing Programs are designed to counteract economic and racial segregation by requiring developers to create affordable housing units or contribute to the development of affordable housing.

Landlord incentive programs provide education and incentives to landlords to make it more likely they will rent to people experiencing homelessness. They can provide funding to support risk mitigation (compensating landlords if tenants harm their premises) and financial incentives that make landlords more likely to rent to people transitioning out of homelessness. Most programs include an education component and address racial inequities in voucher acceptance and access to housing.

Local preference is a housing policy that ensures affordable housing units developed in the city would be first made available to local residents and/or workers (to the extent permitted by law) in order to help address displacement and increase the availability of affordable housing.

Low-barrier shelters are emergency shelters that have removed most requirements/obstacles for entry into the program so that households are more likely go indoors to connect to services rather than stay on the street. For example, unhoused residents are allowed to bring their pets and possessions, to live with their partners, and do not have to exit the shelter each morning. They are not expected to abstain from using alcohol or other drugs, so long as they do not engage in these activities in common areas of the shelter and are respectful of other residents and staff.

⁴⁷ *What Housing First Really Means*, National Alliance to End Homelessness (NAEH), <https://endhomelessness.org/what-housing-first-really-means/>

Mainstream Voucher assist non-elderly persons with disabilities. Aside from serving a special population, Mainstream vouchers are administered using the same rules as other housing choice vouchers.

McKinney-Vento Act is a federal statute that has a more expansive definition of homelessness than the HUD definition. The Act requires schools to track students experiencing homelessness. For public education programs up through high school, homelessness includes people experiencing homelessness under the HUD definition, but also includes youth who are couch surfing or doubled-up (e.g., with multiple families sharing the same space).

Motivational Interviewing is a client-centered, evidence-based approach used by direct service providers working with people experiencing homelessness. It focuses on allowing individuals to direct their own path toward the change they seek, rather than trying to convince them of what they need to do. The provider builds trust, listens, and then acts as a guide to help the client to identify their own personal next steps.

Navigation Centers are housing-focused facilities that provide shelter and comprehensive onsite services to support participants to exit homelessness permanently. *See “Housing-focused shelter,” above, for more details.*

Non-congregate shelters provide overnight sleeping accommodations with individual quarters, such as hotels, motels, and dormitories.

People with lived experience is a term used to refer to people who have lived through the experience of homelessness and have first-hand knowledge of what it feels like to live unsheltered and/or to move through the homeless system of care.

Point-in-Time (PIT) count is a biennial process required of CoCs by HUD to count the number of people experiencing homelessness on a single night in January. The PIT count provides a snapshot of data available on the size and characteristics of the homeless population in a CoC over time.

Permanent Supportive Housing (PSH) provides long-term housing with intensive supportive services to persons with disabilities. These programs typically target people with extensive experiences of homelessness and multiple vulnerabilities and needs who would not be able to retain housing without significant support.

Prevention is a strategy intended to target people who are at imminent risk of homelessness (whereas diversion usually targets people as they are initially trying to gain entry into shelter).

Rapid Rehousing (RRH) provides rental housing subsidies and tailored supportive services for up to 24-months, with the goal of helping people to transition during that time period to more permanent housing.

Shared housing is a living arrangement between two unrelated people who choose to live together to take advantage of the mutual benefits it offers. Families, students, young adults, seniors, and Veterans have been using this arrangement for generations. It is now recognized as a viable option for people exiting homelessness.

Street outreach involves multi-disciplinary teams who work on the streets or in encampments to engage with people experiencing homelessness who may be disconnected or alienated from services and supports that are offered at an agency.

Supportive services include assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

Transition Age Youth (TAY) are persons between age 18 and 24 who are transitioning from childhood to adulthood.

Transitional Housing (TH) provides temporary housing accommodations and supportive services. While many households benefit most from direct connections to permanent housing programs such as RRH or PSH (which are often more cost-effective over the long term), transitional housing can also be an effective support in the intermediary. In particular, certain subpopulations, such as people fleeing domestic violence and transitional age youth, can meaningfully benefit from a transitional housing environment.

Trauma-informed care is a practice that focuses on understanding and compassion, especially in response to trauma. The practice utilizes tools that empower people to work toward stability. It recognizes a wide range of trauma that can impact people experiencing homelessness; physical, psychological, social, and emotional trauma. It emphasizes the safety of both clients and providers.

APPENDIX D: EL DORADO HOMELESS SERVICES

The Chart below is a summary of homeless housing and services provided by the El Dorado providers. There may have been some changes to the programs not reflected in the chart below due to the impact of the COVID-19 pandemic on the local provider. In some instances, the number of beds has been reduced to comply with social distancing requirements, staffing has been reduced and some shelters were forced to temporarily close. Several temporary programs were also quickly created and due to the urgent and changing need of the homeless population during this time.

<p>Coordinated Entry and Assessment</p>	<p>Front Door Coordinated Entry System is managed by Tahoe Coalition for the Homeless. Provides centralized entry and assessment for anyone seeking homeless services and housing assistance. Front Door creates a centralized By-Name List and refers clients to available resources based on severity of need and local priorities.</p>	
<p>Permanent Housing</p>	<p>Permanent Supportive Housing</p>	<ul style="list-style-type: none"> • Homekey Program: Tahoe Coalition for the Homeless is in the process of creating 64 interim housing beds with supportive services. Units not currently available.
	<p>Rapid Rehousing</p>	<ul style="list-style-type: none"> • El Dorado County Health and Human Services: CalWORKs Rapid Rehousing: 33 subsidies for families with children who are eligible for CalWORKs. • El Dorado Probation Department: Rapid Rehousing for people re-entering from criminal legal system. • Only Kindness: Rapid rehousing subsidies for 17 families. • Whole Person Learning: Rapid rehousing subsidies for 5 individuals.
	<p>Public Housing Authority Programs</p>	<ul style="list-style-type: none"> • Mainstream Vouchers: 10 vouchers for non-elderly disabled persons. • Emergency Housing Vouchers: 70 vouchers for homeless individuals, allocated in conjunction with the Coordinated Entry System. • Housing Choice Vouchers: all vouchers are being utilized. Waiting list has been closed since 2016.

	<p>Affordable Housing Developments (rent set at 30% of income)</p>	<ul style="list-style-type: none"> • Deerview Park: 48 units • Placerville Apartments: 84 units • Shingle Springs Apartments: 12 units • Sierra Gardens: 76 units • Diamond Sunrise: 42 units, seniors only • Eskaton Lincoln Manor: 100 units, seniors only • Sunrise Garden: 67 units, seniors only • Tahoe Senior Plaza: 45 units, seniors only
<p>Temporary Housing</p>	<p>Emergency Shelter</p>	<ul style="list-style-type: none"> • There are no year-round low-barrier emergency shelter beds in El Dorado County • Total 125 seasonal and population-specific shelter beds. • Housing El Dorado: Pathways: 20 Seasonal emergency shelter overnight beds. • El Dorado County Health and Human Services: CalWORKs Housing Assistance: 10 emergency housing assistance beds for families with children who qualify for CalWORKs.
	<p>Transitional Housing</p>	<ul style="list-style-type: none"> • Christ Like Services: Transitional House and Housing Emergency Lodging Program (HELP): Assists local homeless individuals and their families to secure temporary emergency shelter with 19 beds total.
<p>Sub-population beds</p>	<p>Transition Age Youth</p>	<ul style="list-style-type: none"> • Tahoe Youth and Family Services (TYFS) master-leases one apartment as transitional housing for TAY and is in the process of acquiring additional units. TYFS also runs a host homes program in three homes and is looking to expand. • Tahoe Youth and Family Services: limited number of transitional housing and emergency shelter beds reserved for Transition Age Youth. • New Morning: 12 youth shelter beds. • Whole Person Learning: Housing Opportunities Providing Experience (HOPE). 1 transitional housing bed along with intensive life skills support for young adults that have emancipated from court ordered foster or group home care.

		<ul style="list-style-type: none"> • Whole Person Learning: 5 rapid rehousing subsidies
	Domestic Violence Survivors	<ul style="list-style-type: none"> • Living Violence Free: 25 total transitional housing beds for survivors of domestic violence and their children. Drug, alcohol and tobacco-free transitional housing. • The Center for Violence Free Relationships: 18 emergency shelter beds for domestic violence survivors.
	Families with children	<ul style="list-style-type: none"> • Mother Teresa Maternity Home: 6 beds for pregnant adult women or emancipated minors. Drug and alcohol-free program. Provides support through pregnancy and connects residents with medical care, mental health counseling, sobriety support and other opportunities.
Street Outreach	<ul style="list-style-type: none"> • Front Door Coordinated Entry System, Law Enforcement, including from the El Dorado County Sheriff’s Department (EDSO) & both local Police Departments, El Dorado County, and both local hospitals all have various outreach components. Additionally, some outreach is being done by smaller faith-based and community-based nonprofit organizations assisted by community volunteers. 	
Behavioral Health Services	<ul style="list-style-type: none"> • El Dorado County Behavioral Health: 12 Permanent Supportive Housing Beds for those with mental health disabilities under the Mental Health Services Act (MHSA). 	
Prevention & Diversion Programs		<p>Tahoe Coalition for the Homeless: limited diversion funding and services to connect clients with families.</p> <p>Only Kindness: offers limited prevention and diversion services and financial assistance.</p> <p>CalWORKs: prevention and diversion financial assistance.</p>
Veteran Services		<ul style="list-style-type: none"> • Public Housing Authority: 7 permanent supportive housing bed for Veterans • Volunteers of America: SSFV Veterans rapid rehousing. Currently assisting 5 people.

		<ul style="list-style-type: none"> • Only Kindness: supportive services and limited financial assistance for Veterans and Veterans' families.
<p>Re-entry Services</p>	<ul style="list-style-type: none"> • The El Dorado County Probation Department offers Rapid Rehousing to justice system involved individuals and recently opened a six-bed transitional home to help justice-involved individuals experiencing homelessness or at-risk of homelessness. 	