

A close-up photograph of a hand holding a set of keys. The keys are silver and include a heart-shaped keychain. In the background, a wooden door handle is visible. The overall tone is warm and hopeful.

ACTION PLAN

for Preventing and Ending
Homelessness in California



**California
Interagency Council
on Homelessness**

Originally Adopted March 2021

Updated September 2023

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A MESSAGE FROM GOVERNOR GAVIN NEWSOM

My Administration, and the California Interagency Council on Homelessness (Cal ICH), remain laser focused on the importance of Housing for All – providing safe and stable homes for each and every one of us – for ourselves, for our families, for our loved ones, and for our neighbors.

We continue to advance solutions and historic investments to address homelessness and housing needs through Homekey; the Homeless Housing, Assistance and Prevention Program; the Encampment Resolution Funding Program; the Behavioral Health Bridge Housing program; our housing programs that are integrated into our social safety net; and other critical resources that create connections with essential mainstream supportive services and increase the availability of affordable housing. We also continue to implement profound reforms within our Medi-Cal program to better address the needs of vulnerable Californians and fully engage health programs and resources into our efforts to prevent and end homelessness.

And we're making sure that we are all accountable to driving progress and realizing the effect of these investments and reforms – our grant recipients, our partners in local government, and our state agencies and departments.

The State Agencies and Departments that are members of Cal ICH are providing transparency and accountability by annually updating and refining the State's Action Plan for Preventing and Ending Homelessness. This updated Plan, adopted by the Council in September 2023, will remain a living document. We will continue to sharpen and refine our efforts, and create greater momentum on our path forward, through collaboration across State departments and with local communities, and with a sustained commitment to racial equity and justice.

California Interagency Council on Homelessness

From Council Co-Chairs

Secretary Lourdes M. Castro Ramírez, MA
California Business, Consumer Services and
Housing Agency

Secretary Mark Ghaly, MD, MPH
California Health and Human Services
Agency

As Co-Chairs for the California Interagency Council on Homelessness (Cal ICH), we are pleased to share with you the Fiscal Year 2023-24 annual update to the Action Plan for Preventing and Ending Homelessness in California.

In February 2023, we became more established in our goals after completing one year with the Council under its new structure, which includes 20 members: four Cabinet Secretaries, 14 State Department heads, and two community leaders appointed by the State Legislature. As Co-Chairs, our role includes setting the stage for the purposeful and person-centered integration of specialized housing and homelessness programs with mainstream health and human services.

The annual update to the Action Plan was unanimously adopted by the Council at its September 2023 meeting and showcases the deep partnership that we are embarking on across State government to increase shared accountability, transparency, and coordination across systems with a housing and health framework that we believe will help us to better serve Californians who are experiencing homelessness or at imminent risk of homelessness. We are also stepping forward with an intentional focus on equity, cross-sector collaboration, and collective action as we work towards a future where homelessness is rare, brief, and a one-time experience.

We look forward to working with our Council members and our community partners to ensure that this plan leads us to action on preventing and ending homelessness in California.

California Interagency Council on Homelessness Membership

Lourdes M. Castro Ramírez (Co-Chair)

Secretary, California Business, Consumer Services and Housing Agency

Tomás J. Aragón

State Public Health Officer and Director, California Department of Public Health

Stephanie Clendenin

Director, California Department of State Hospitals

Jacey Cooper

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Susan DeMarois

Director, California Department of Aging

Kim Johnson

Director, California Department of Social Services

Tiena Johnson Hall

Executive Director, California Housing Finance Agency

Veronica Lewis

Director, Homeless Outreach Program Integrated Care System *(appointed by Speaker of the Assembly)*

Jeff Macomber

Secretary, California Department of Corrections and Rehabilitation

William McGee

Administrator, Integrated Student Support and Programs Office, California Department of Education

Dr. Mark Ghaly (Co-Chair)

Secretary, California Health and Human Services Agency

Tomiquia Moss

Founder & Chief Executive, All Home *(appointed by the Senate Rules Committee)*

Tim Rainey

Executive Director, California Workforce Development Board

Nancee Robles

Executive Director, California Tax Credit Allocation Committee

Rebecca Ruan-O'Shaughnessy

Vice Chancellor of Educational Services and Support, California Community Colleges Chancellor's Office

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Director, California Department of Transportation

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Director, California Department of Housing and Community Development

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Director, California Governor's Office of Emergency Services

Joe Xavier

Director, California Department of Rehabilitation

Acknowledgments

The Interagency Council extends its gratitude to all parties that shaped this Action Plan: this includes, but is not limited to, State staff, local government representatives, advocates, researchers, and individuals who provided expertise drawn from their lived experiences. This plan was also made possible by the tireless efforts of Corrin Buchanan, CalHHS Deputy Secretary for Policy and Strategic Planning, and Dhakshike Wickrema, BCSH Deputy Secretary for Homelessness. We are grateful for the work of consultant Matthew Doherty, for supporting the development, implementation, and updating of this Action Plan, to guide and direct our efforts to prevent and end homelessness across California.

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EXECUTIVE SUMMARY

Vision and Intent of this Action Plan

On any given night, more than 171,500 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States. Making significant progress in preventing and ending homelessness across the state will require sustained and focused efforts at the Federal, State, and local levels. Through this Action Plan, the California Interagency Council on Homelessness (Interagency Council) is pursuing a vision for the State's work to prevent and end homelessness that features:



- **Increased leadership from the State for identifying and supporting both short-term interventions and long-term solutions:** The State's activities will continue to embrace and advance Housing First practices and approaches, as well as expand access to permanent housing opportunities, which people need to end their homelessness successfully and which can provide the platform from which they can pursue other goals, including educational advancement and employment.
- **Purposeful, action-oriented coordination and alignment across State agencies and programs:** A primary emphasis will be placed on continuing to strengthen the alignment of housing, homelessness, and health care strategies and solutions, to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being, as we all deserve.
- **Stronger, collaborative partnerships with public and private partners in communities:** As we continue to scale the investment of State resources into local communities, we will both deliver the guidance and technical assistance that communities need to succeed and implement accountability mechanisms to ensure the effective stewardship and impact of public resources.

This Action Plan orients the State's efforts to drive purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California, motivated by a vision of a future in which homelessness in California is:

- Rare, because it is prevented whenever possible;
- Brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a
- One-time experience, ended successfully the first time so that no Californians experience homelessness repeatedly.

Driving Progress Across Five Action Areas

The Action Plan drives progress across five distinct, interrelated, and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness. The Plan is focused on fifteen Objectives that are aligned with these Action Areas and also identifies 170 Activities that are being implemented in pursuit of those Objectives, as summarized below.

Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California



Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with expertise from lived experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education and employment; public health and disaster preparedness and response; and communications and public awareness.

Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness



Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.

Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing



Activities focused on expanding the supply of safe, housing placement-focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities



Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.

Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness



Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems as well as enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.

Implementation and Performance Measurement

The Action Plan was first adopted in March 2021 and currently covers the State's work from FY 20-21 through FY 22-23. The Plan is focused on the highest-priority strategies that will have the greatest impact, with a commitment to update Activities annually. This year's update intends to capture the full depth of activities related to housing and homelessness being implemented in FY 23-24.

The Plan requires a focus on performance measurement and analyses. Performance measures are identified for every Activity, and implementation progress will be reported to the Interagency Council on a regular basis. Cal ICH staff will use data from the State's newly developed Homeless Data Integration System, from the U.S. Department of Housing and Urban Development, and from the California Department of Education to assess the impact of Federal, State, and local efforts, to document and analyze racial inequities, and to refine this Plan's Objectives and Activities.

All Interagency Council member agencies and departments will pursue the Plan's vision with shared accountability across State entities and with local partners, including consistent and transparent reporting of progress in the implementation of the Plan. The [Action Plan Implementation Progress Report](#) is prepared annually and is based upon reporting provided by all Interagency Council member agencies and departments. The [Fiscal Year 21-22 Report](#) was adopted by the Council in February 2023. A progress report for FY 22-23 will be available in Fall 2023.

The Action Plan lays the foundation for shared state accountability that is mirrored by new mechanisms for increased local accountability. This includes a requirement for Local Homelessness Action Plans which were initiated by the state through [Round 3 of the Homeless Housing, Assistance and Prevention](#) program. Local Homelessness Action Plans provide region- and jurisdiction-specific plans, projections, and intent for marshalling state resources towards more efficient systems, as evidenced through key metrics. The design and criteria for approval of the plan components were vetted and approved through the Interagency Council.

Conclusion

Driving progress on preventing and ending homelessness requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. It also requires a focus on racial equity and an incorporation of people with lived expertise in order to address the disparities that currently exist in our systems. The updating of this Action Plan represents the State's commitment to action-oriented, evolving, and continuously strengthened coordination across entities and programs, in pursuit of a future in which homelessness in California is a rare experience, and is brief and one-time when it does occur.

How to use this Plan: It is the State's intention that people across California will use this Action Plan document to understand the comprehensive range of strategies being implemented across State agencies and programs and to strengthen local discussions, strategies, programs, and policy decisions.

THE CALIFORNIA INTERAGENCY COUNCIL ON HOMELESSNESS

The Homeless Coordinating and Financing Council was established in 2017 to oversee the implementation of Housing First regulations across State-funded programs. In January 2022, HCFC was reformed as the California Interagency Council on Homelessness with the mission to develop policies and to identify and coordinate State policies, resources, benefits, and services to prevent and end homelessness in California.

Current activities, and activities forecast within this Action Plan, are designed to fulfill its role to oversee implementation of California's Housing First requirements and to achieve eighteen statutory goals, including five youth-related goals identified through SB 918 (2018). These statutory goals are pursued through both the Interagency Council of state leaders and a team of Cal ICH staff within the Business, Consumer Services and Housing Agency.

The Interagency Council, co-chaired by the Secretary of the Business, Consumer Services and Housing Agency (BCSH) and the Secretary of the Health and Human Services Agency (CalHHS) is comprised of 18 leaders from State agencies and departments, one community leader appointed by Speaker of the Assembly, and one community leader appointed by the Senate Rules Committee.

Cal ICH staff is responsible for monitoring the implementation of this Action Plan and for working with all members to update the Plan on an annual basis to tailor its Objectives and Activities. Council members are responsible for mobilizing actions and accountability across their agencies and departments in support of the Action Plan's implementation. Cal ICH staff and senior staff across Council

member agencies and departments will be responsible for ensuring that the Activities committed to in this Plan are implemented and well-coordinated. Additionally, Cal ICH staff work with Council member agency and department staff to report to the Interagency Council on department implementation, measures identified within the Action Plan, and progress toward fulfilling Cal ICH's statutory requirements. A team of over sixty Cal ICH staff oversee and implement:

- Major grant programs, including the Homeless Housing, Assistance and Prevention Program (HHAP), Tribal HHAP Grants Program, Family Homelessness Challenge Grants (FHC), and the Encampment Resolution Funding Program (ERF);
- The development and ongoing management of the Homeless Data Integration System (HDIS) and implement analyses and assessment activities;
- Coordination of Interagency Council activities across State agencies and departments to ensure alignment with identified policy priorities and best practices; and
- Partnerships with Continuums of Care (CoCs), Federal agencies, city and county governments, non-profits, housing and services providers, and other stakeholders to advance shared and coordinated work to improve State-funded services and programs.

Cal ICH staff also work in consultation with the Governor's Office and with the Legislature as subject-matter policy experts to guide and strengthen the State's response to homelessness.

ACTION PLAN'S VISION

In developing, implementing, and updating this Plan, the Interagency Council is pursuing a vision for its work to prevent and end homelessness that features:

- **Increased leadership from the State for identifying and supporting both short-term interventions and long-term solutions:** The state's activities will continue to embrace and advance Housing First practices and approaches as well as to expand access to permanent housing opportunities that people need to end their homelessness successfully, which can provide the platform from which they can pursue other goals, including educational advancement and employment.
- **Purposeful, action-oriented coordination and alignment across State agencies and programs:** A primary emphasis will be placed on continuing to strengthen the alignment of housing, homelessness, and health care strategies and solutions, to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being, as we all deserve.
- **Stronger, collaborative partnerships with public and private partners in communities:** As we continue to scale the investment of State resources into local communities, we will both deliver the guidance and technical assistance that communities need to succeed and implement accountability mechanisms to ensure the effective stewardship and impact of public resources.

In pursuing this vision, Cal ICH recognizes that the response to homelessness in California must address and reduce systemic racism and well-documented racial inequities in who experiences housing instability and risks of homelessness, in who experiences homelessness, and in how people are served, and the outcomes achieved within the homelessness response systems.

Finally, the vision for this Action Plan is not simply to make changes in how State agencies do their work. Rather, this Action Plan seeks to orient the totality of the State's efforts to drive purposeful, meaningful, and measurable progress. The development and implementation of this Action Plan creates commitments and structures through which the State will relentlessly pursue that vision and will support communities to achieve this vision as well. It creates shared accountability with State departments and local partners as well as adds a sharpened focus on data and analyses that will help assess progress and inform adjustments to strengthen strategies.

The collaborative development of this Action Plan has been driven by a vision of a future in which homelessness in California is rare, because it is prevented whenever possible; brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a one-time experience, ended successfully the first time, so that no Californians experience homelessness repeatedly.

ACTION PLAN'S FIVE ACTION AREAS

The Action Plan will drive progress across five distinct but interrelated and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness.



Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California

Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with expertise from lived experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education and employment; public health and disaster preparedness and response; and communications and public awareness.



Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.



Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing

Activities focused on expanding the supply of safe, housing placement-focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.



Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.



Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness

Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems as well as enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.



Photo courtesy of The Danco Group

Action Plan's Objectives

The Action Plan identifies a total of fifteen Objectives to be prioritized and pursued across the five Action Areas, as described below. For each Objective, the Action Plan further details:

- Activities to be implemented to drive progress toward achievement of the Objectives.
- The Lead Department or Departments responsible for implementing each Activity, which can be state agencies or departments, interagency Working Groups, or other entities.
- The Collaborating Departments deeply involved in implementing each Activity.
- Timeframes for each Activity.
- Performance Measurements that will be used to assess progress and impact, including process measures, output measures, and, when possible, outcome measures.

Timeframe for this Action Plan

The Action Plan was originally adopted in March 2021 to cover the State's FY 20-21 through FY 22-23, and an updated version was adopted in September 2022.

In September 2023, the Interagency Council adopted an updated Action Plan focused on high-priority Activities that will continue to be implemented or will be initiated during FY 23-24.

The Action Plan is not intended to dictate or direct local activities or to replace local strategic plans, but instead seeks to focus on the highest-priority strategies and efforts at the State level that will have the greatest impact.

The [Action Plan Implementation Progress Report for Fiscal Year 21-22](#) was adopted by the Council in February 2023, and a progress report for FY 22-23 will be available in Fall 2023.



ACTION AREA 1

Strengthening Our Systems to Better Prevent and End Homelessness in California

▶ Objective 1

Assess and strengthen racial equity-focused activities of State agencies, and local agencies and organizations receiving State funding, and ensure those activities are informed by and accountable to communities most impacted by housing instability and homelessness.

▶ Objective 2

Ensure that State and local planning efforts share power and decision-making with people with lived expertise who are fully representative of communities most impacted by homelessness, including Tribal Nations.

▶ Objective 3

Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

▶ Objective 4

Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

▶ Objective 5

Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

▶ Objective 6

Increase public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.



ACTION AREA 2

Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

▶ Objective 7

Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

▶ Objective 8

Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.



ACTION AREA 3

Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing

▶ Objective 9

Partner with communities to implement innovative approaches and expand the supply of safe, accessible, housing-placement focused, and trauma-informed sheltering and interim housing models for Californians experiencing homelessness.

▶ Objective 10

Align and integrate State resources, including health and behavioral health care resources, within temporary shelter and interim housing options, to reduce harm and to better address the health and services needs among Californians experiencing homelessness.



ACTION AREA 4

Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

► Objective 11

Strengthen understanding and implementation of Housing First approaches and other best practices in order to equitably and urgently rehouse people from temporary settings and from unsheltered homelessness.

► Objective 12

Support the development and creation of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, that are accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

► Objective 13

Improve access to flexible short-term and longer-term forms of rental assistance and other subsidies to support racially equitable and successful exits from homelessness.



ACTION AREA 5

Preventing Californians from Experiencing the Crisis of Homelessness

► Objective 14

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, and including a focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

► Objective 15

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

KEY PRINCIPLES AND PRACTICES

Cal ICH is committed to implementing this Action Plan in alignment with the following principles and practices.

Pursuing Racial Equity and Justice

The historic – and very current – causes of racial injustice that have led to racial inequities in housing stability and homelessness are clear, stark, and even deadly. Cal ICH and its member agencies are committed to understanding of these issues and taking action through the implementation of this Action Plan with a focus on racial justice and equity, particularly for Black, Brown, Pacific Islander, and Indigenous communities and Tribal Nations, as well as through the formation of an interagency Working Group focused on racial equity in housing and homelessness.

Creating Solutions for the Full Diversity of People Experiencing Homelessness

The Objectives and Activities are designed to support progress toward preventing and ending homelessness for all people and populations. To this end, Cal ICH recognizes that strategies, activities, and programs must be trauma-informed and tailored to address the specific needs of people with different experiences and identities. This includes youth and young adults, families with children, single adults, older adults, women, people who identify as LGBTQ+ or gender nonconforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, among other people.

Seeking and Valuing the Expertise of People with Lived Experiences of Homelessness

Systems, programs, and strategic decisions must be deeply informed by and guided by people who have expertise developed through their experiences of homelessness. Cal ICH will strengthen its partnerships with people with lived experience through the formation of a new Lived Experience Advisory Board, which will deeply inform the implementation of Activities throughout this Action Plan. Cal ICH will also encourage and support communities, and other Cal ICH departments and agencies, to center the voices, expertise, and leadership of people with lived experience of homelessness within their local planning, decision-making, and activities.

Strengthening Housing First Approaches

California has maintained a commitment to implementing homelessness and housing services using Housing First approaches in order to remove barriers and ensure people have access to the permanent housing and services necessary to support their success. In order to actualize this vision, the State must have a sustained focus on Housing First approaches within communications, guidance, technical assistance and training, and the implementation of State programs. Cal ICH members are committed to this vision and the activities in this Action Plan support the improved implementation of Housing First approaches across state programs and funding.

Balancing Crisis Response and Permanent Housing Solutions

While recognizing permanent housing is the only true solution to homelessness, the thousands of Californians experiencing homelessness right now are facing urgent and dangerous crises every single day. Cal ICH and its members will balance a focus on the immediate crisis needs of people experiencing homelessness, through supportive and non-punitive approaches, with efforts to create the necessary permanent housing options at the scale needed.

Advancing Trauma-Informed Care and Person-Centered Services

Homelessness response systems must strengthen their capacity to implement trauma-informed care, responsive to the impacts of trauma associated with experiences of homelessness, and person-centered services that use strength-based approaches to empower people to identify their goals, make decisions regarding accessing services, and determine their pathways out of homelessness. Cal ICH staff and Interagency Council member departments will ensure that the implementation of state programs and resources will advance these and other best practices.

Aligning Health, Housing, and Homelessness Strategies

As the State provides historic investments into housing and homelessness programs and implements profound reforms within our Medi-Cal program, agencies and departments will strengthen the alignment of housing, homelessness, and health care strategies to ensure that all Californians, including our most vulnerable neighbors, have equitable opportunities to find home and well-being.

Increasing Access to Resources for California's Tribal Communities

California is home to 109 Federally Recognized Tribes, with at least 80 petitioning for federal recognition. California Tribes have reported facing greater barriers and having fewer resources than local jurisdictions and are rarely considered in the development of local homelessness solutions. Further, Tribes experience severe disparities in homelessness and other poor outcomes, such as poverty, unemployment, substance use disorders, and mental health challenges. This is largely the impact of colonization, a failure to meaningfully include and consider Tribes, and ongoing racism. Cal ICH has learned from recent tribal engagement that state funding set asides designed for other jurisdictions are rarely accessible to Tribes, due to their unique needs and varying levels of infrastructure. To support Tribes to address homelessness in their communities, government must work to rebuild relationships with Tribes in culturally responsive ways. Tribes must be meaningfully partnered with to better understand their needs and ensure that state and local policies and programs ensure the accessibility of funding and other opportunities.

ADVISORY AND IMPLEMENTATION STRUCTURES TO DRIVE PROGRESS

The execution of this Action Plan will be supported through additional advisory and implementation structures.

Per AB 1220 (2021), Cal ICH has brought together an **Advisory Committee** that reflects racial and gender diversity, and includes the following: a survivor of gender-based violence who formerly experienced homelessness; representatives of local agencies or organizations that participate in the U.S. Department of Housing and Urban Development's Continuum of Care Program; stakeholders with expertise in solutions to homelessness and best practices from other states; representatives of committees on African Americans, youth, and survivors of gender-based violence; a current or formerly homeless person who lives in California; and a current or formerly homeless youth who lives in California. Further, this Advisory Committee shall designate a member to participate in every quarterly Council meeting to provide a report to the Council on Advisory Committee activities.

Cal ICH is forming a **Lived Experience Advisory Board (LEAB)**, comprising a variety of individuals with lived experiences of homelessness in California. The LEAB is to inform a broad range of considerations and decisions of Cal ICH and member departments, and to help guide and assess the implementation of this Action Plan. The work towards the formation of the committee is currently underway and the establishment of the LEAB is projected for the current fiscal year.

In addition, **five Working Groups** are to be formed, charged with implementing specific Action Plan Activities, and with developing plans for additional Activities, as described in more detail below. Each Working Group is aligned with priorities identified by stakeholders and partners during the development of this Plan, and some may be time-limited, while others may be sustained for longer terms or on an ongoing basis. Each of the five Working Groups will actively involve external stakeholders and partners alongside State staff, either in advisory roles or as official members of the Working Groups. The information provided below identifies Cal ICH member departments who are expected to be represented on the Working Groups. Representatives may also be recruited from other relevant departments who are not represented on the Council.

Each Working Group will be charged with addressing racial inequities and with tailoring solutions and strategies for different populations of people experiencing homelessness, such as youth and young adults, families with children, adults, older adults, women, people who identify as LGBTQ+ or gender nonconforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, people transitioning out of corrections settings, and others.

The Working Groups will develop priorities, implementation plans, and measures to guide their actions, and will assess the implementation and impacts of their efforts. Working Groups will regularly report back on their efforts and progress through the quarterly Council meetings.

The Interagency Working Groups are created by Cal ICH staff to convene state employees and community members in order to advance work and progress in the following five areas:



Working Group 1



Working Group 2



Working Group 3



Working Group 4



Working Group 5

1. Maximizing Impact of State Funding and Programs on Homelessness Working Group

State Funding and Programs Working Group

Comprised of State staff only, this Working Group was formed in late 2021 and is charged with:

Identifying opportunities for streamlining deployment of State funding; improving access to funding and programs for organizations deeply engaged with historically marginalized communities, including Tribal communities; documenting and projecting the cumulative impact of State funding, programs, and initiatives on the creation or provision of housing opportunities for people exiting homelessness; creating clearer standards for the housing and services interventions to be supported by State funding and programs; collecting and analyzing data on current state funding, programs, and initiatives and assessing and strengthening their equity impacts; providing guidance regarding best uses of Federal, State, and local funding and regarding targeting and prioritization of people for access to housing opportunities; assessing and addressing challenges that smaller communities face in securing and implementing State funding; and other priorities determined by the Working Group.

Participating Departments

Cal ICH, HCD, CDSS, DHCS, CalOES, CDPH, CDCR, CCCCO, CDE, CDA, CalHFA, DSH, CalVet,

Caltrans, and other Cal ICH member departments with relevant funding programs.

2. Racial Equity in Responses to Homelessness and Housing Instability Working Group

Racial Equity Working Group

Including both State staff and external stakeholders, this Working Group was formed in 2022 and is charged with:

Expanding the range of strategies and activities being implemented by State agencies; analyzing data and reporting across State programs to assess equity in access, housing interventions, services, and outcomes for Black, Indigenous, and people of color; refining procurement processes to ensure more equitable distribution of funds and reach into historically marginalized communities, including Tribal communities; providing guidance to support communities to not implement inequitable policies and practices, including criminalization measures and enforcement activities; and other strategies and activities to address inequities in homelessness and housing instability determined by the Working Group.

Participating Departments

All Cal ICH Member Departments

3. Tailoring Strategies for Preventing and Ending Homelessness for Youth and Young Adults

Youth and Young Adults Working Group

Including both State staff and external stakeholders, and charged with:

Complementing youth-focused efforts across the other Working Groups with a focus on: assessing the impact of State homelessness and housing programs in creating opportunities for youth and young adults; identifying and removing barriers to access to State-funded programs for youth-serving organizations; providing guidance regarding assessment processes, tools, and prioritization policies that appropriately address safety and other needs of youth and young adults; identifying strategies for preventing homelessness among youth with connections to child welfare, juvenile justice, and other systems; and other priorities determined by the Working Group.

Participating Departments

Cal ICH, CalOES, CDSS, CCC, CDE, HCD, DHCS, CDCR

4. Strengthening Employment Opportunities and Outcomes for People with Experiences of Homelessness Working Group

Employment Working Group

Including both State staff and external stakeholders, and charged with:

Identifying strong and promising practices, including services, training, and social enterprise models, and opportunities for more formal evaluation activities; supporting stronger focus on employment and income within homelessness response systems; exploring opportunities to better serve vulnerable and underserved populations under the Workforce Innovation and

Opportunities Act regulations and programs; identifying strategies to address education and employment goals of youth experiencing homelessness; increasing focus on creating employment opportunities through State programs and funding; and other priorities determined by the Working Group of State.

Participating Departments

DSS, HCD, CalOES, CDCR, Caltrans, CCC, and other State departments with relevant programs

5. Preventing Homelessness Among People Transitioning Back into Communities from Corrections Settings Working Group

Transitions/Re-Entry Working Group

Including both State staff and external stakeholders, and charged with:

Strengthening efforts to prevent entries into homelessness for both youth and adults; addressing the housing navigation needs of people exiting corrections settings; creating clearer expectations for discharge planning to support exits to stable living arrangements; strengthening coordinated handoffs from corrections and juvenile justice settings to transition services; reducing barriers to housing for people on parole/probation; analyzing data drawn from HDIS and other state, federal, and local data sources to better define barriers, inclusive or urban, suburban, and rural areas of state; and other priorities determined by the Working Group of State staff and external stakeholders.

Participating Departments

Cal ICH, CDCR, CDSS, DHCS

HOMELESSNESS IN CALIFORNIA

According to the most recent estimates, on any given night, more than 171,500 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States, and including:

- Nearly 146,000 adult individuals
- Nearly 26,000 people in families with children
- Nearly 9,600 unaccompanied youth
- More than 10,000 Veterans
- Nearly 58,000 chronically homeless individuals (people with disabilities with long-term and repeated patterns of homelessness)

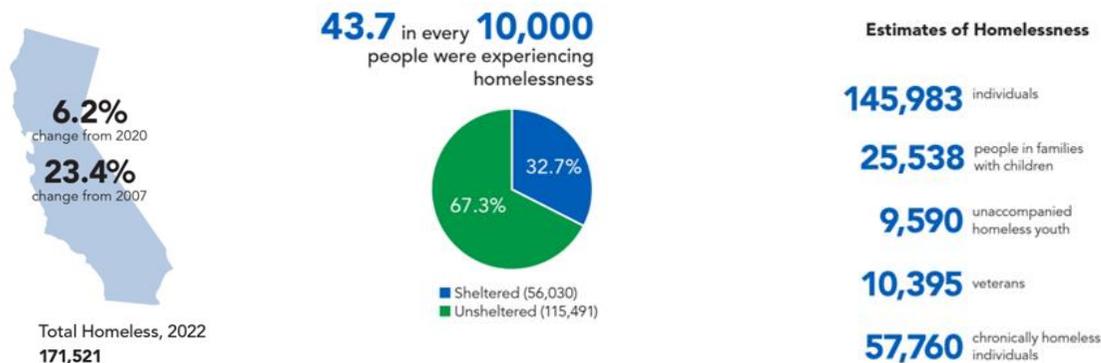
Among California's homeless population, approximately 67% are unsheltered and 33% are sheltered. People experiencing chronic homelessness experience a higher rate of unsheltered homelessness at 76%, and are people with disabilities, one of the fastest growing populations experiencing homelessness.

Homelessness in California reflects stark racial inequities and the impacts of systemic racism.

The disproportionate negative impacts of involvement in the criminal legal system, lack of quality and affordable health care, housing discrimination and the continued impacts of redlining policies, and a host of other socially determined factors have had catastrophic impacts on Black, Indigenous, and people of color (BIPOC) in California. Black Californians make up about 7% of the state's population yet represent nearly one-third (30%) of the more than 171,500 people experiencing homelessness across the state.

The persistence of these racial inequities has been perpetuated by public policies that have actively worked to the disadvantage of BIPOC communities and require thorough analysis and urgent, innovative, and sustained actions to address, reduce, and eventually eliminate these disparities and achieve racial equity. The Council and staff at Cal ICH are committed to centering a focus on racial equity and justice within data analyses, within training and technical assistance efforts, and within the implementation of State programs.

2022 Point-in-Time Counts



Source: The 2022 Annual Homeless Assessment Report (AHAR) to Congress, U.S. Department of Housing and Urban Development

People Served by State's Homelessness Response System in 2022

Drawing from the state's Homeless Data Integration System (HDIS), as opposed to the annual Point-in-Time Counts used above, Cal ICH estimates that over 316,940 people were served by state-, locally-, and federally-funded homelessness services and housing programs that entered data into HMIS during the 2022 calendar year through services such as emergency shelters, temporary housing, rental assistance, and permanent supportive housing. Half of the estimated people served were in jurisdictions within four Continuums of Care: Los Angeles (29%), San Diego (8%), Orange County (7%) and San Francisco (6%). The demographics of those served depict a system that is serving people with a wide variety of needs, experiences, and backgrounds. Among those served, over half were either 24 and under (30%) or over 55 (20%). Additionally, the race and ethnicity breakdown reflect the demographics in the population of people experiencing homelessness in California overall, suggesting that, collectively, programs in California are reaching those groups proportionately.



People Served by the Homelessness Response System in California in 2023

316,940

Individuals*
201,311

People in families with children*
106,529

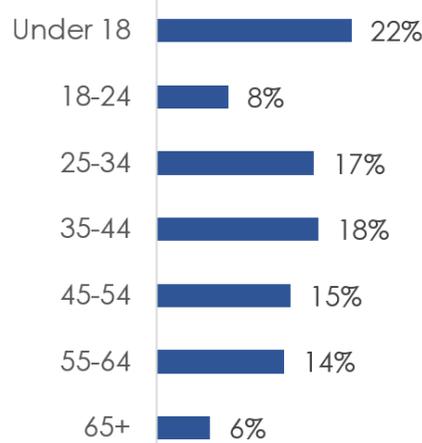
Unaccompanied youth (included within the individual and family groups)
28,889

*Subpopulation estimates (i.e., individuals and people in families with children) may not add up to total population estimates (i.e., people served by the homelessness response system) due to people served with unknown household types

Demographic Characteristics

- 7% Veterans
- 47% People with disabling conditions
- 21% Survivors of domestic violence
- 55% men; 42% women; 1% transgender, questioning gender, or non-singular gender; 1.7% unknown gender

Age Groups



Race and Ethnicity

White	55%
Black, African American, or African	27%
Multiple Races	4%
Unknown	7%
American Indian, Alaska Native, or Indigenous	3%
Asian or Asian American	2%
Native Hawaiian or Pacific Islander	1%
<hr/>	
Not Hispanic/Latinx	60%
Hispanic/Latinx	40%

Additional updates and changes to HDIS will improve and expand on the state's ability to understand the reach of its programs and the people served. For more information see <https://www.bcsh.ca.gov/calich/hdis.html>.

DEFINING AND MEASURING PROGRESS

This Action Plan includes a strong commitment to accountability and performance measures. Each Activity includes Process Measures, Output Measures, and/or, when possible, Outcome Measures.

Cal ICH launched the State's Homeless Data Integration System (HDIS) in Spring 2021 to securely collect, match, and de-duplicate records from local Homeless Management Information Systems. HDIS allows the State of California to access and compile standardized homelessness data collected by individual Continuums of Care (CoCs) in order to make data-driven policy decisions aimed at preventing and ending homelessness in California. Specifically, it increases the State's ability to identify patterns of service usage across regions, specific sub-populations, and support broader efforts to identify racial and other inequalities among people experiencing homelessness. Further, recognizing the need to continue to strengthen the comprehensiveness of data, the State is expanding HGIS reporting and HDIS data to include more state funded homelessness programs.

In addition, beginning with the third round of the Homeless Housing, Assistance and Prevention (HHAP) program, Continuums of Care, Counties, and Cities receiving HHAP funding have been required to submit local homelessness action plans which include landscape analyses, outcome goals set against standardized measures, and strategies for achieving those goals, subject to Cal ICH review and approval. The goals set within these local homelessness action plans will enable the State to better project progress to be made across the state, to monitor performance against those projections, and



to tailor and target strategies that can support increased progress.

Cal ICH will use data from HDIS, from the U.S. Department of Housing and Urban Development, and from the California Department of Education, to regularly analyze, review, report upon, and publicly share key measures regarding homelessness in California, in order to assess the impact of Federal, State, and local efforts; document and analyze racial inequities; and refine this Plan's Objectives and Activities.

See the next page for these key performance measures.



Key Performance Measures:

These measures have been updated to align with the California System Performance Measures (CA SPMs), pursuant to Health and Safety Code §50220.7, that help the state and local jurisdictions, including HHAP grantees, assess their progress toward preventing and ending homelessness.

The number of **Californians experiencing homelessness**, including Veterans, people experiencing chronic homelessness, families with children, adults, and unaccompanied youth.

The number of **Californians experiencing homelessness for the first time each year.**

The number of **Californians successfully exiting homelessness into permanent housing each year.**

The **average length of time Californians are remaining homeless** while accessing services.

The percent of **Californians returning to homelessness after exiting homeless to permanent housing each year.**

The number of **Californians successfully placed from street outreach** into emergency shelter, transitional, or permanent housing each year.

The number of **children and youth experiencing homelessness at some point during the school year in California**, including students in families and unaccompanied students.

Comparison of **California's performance across these measures to national and regional trends as well as by race and ethnicity.**

Note: A summary of measures for FY 21-22 can be found in the [*Action Plan Implementation Progress Report for Fiscal Year 21-22*](#). Performance against these updated measures will be included in FY 22-23 Progress Report to be issued in Fall 2023.

DEVELOPMENT AND UPDATING OF THIS ACTION PLAN

Under the guidance and direction of the Interagency Council, and deeply informed by planning conversations with State staff and input discussions with external stakeholders, Cal ICH staff and consultant Matthew Doherty led the development and updating of this Action Plan. Interagency Council meetings were used as critical milestones and decision points in its development.

The process of developing the original Action Plan was initiated in July 2020, including surveying conversations with Council Members and the initiation of extensive external input conversations. Over the course of five regular and special Council meetings, the Plan's Action Areas and Objectives were developed and adopted, current and planned Activities across State agencies were identified, and priorities for additional State activities based on external stakeholder conversations were discussed, ultimately leading to the Action Plan being adopted by the Interagency Council at its March 2021 meeting. Further, an updated version of the Plan was prepared during 2022 and adopted by the Interagency Council in September 2022.



This most-recent updating of the Action Plan was initiated in February 2023, followed by planning conversations with State staff and stakeholder engagement activities, including two virtual input sessions, two Tribal input sessions, and discussions with local advisory bodies of people with lived expertise. A [summary of input](#) gathered at public and Tribal sessions was provided to the Interagency Council at its May 2023 meeting. The Interagency Council discussed priorities for the updated Action Plan at its May 2023 meeting, and the updated Plan will be considered for adoption during the September 2023 Interagency Council meeting.

A list of organizations that have been represented within external stakeholder input conversations is included as [Exhibit A](#), with regrets for any accidental omissions of organizations who participated in input discussions.



OBJECTIVES, ACTIVITIES, TIMEFRAMES, AND PERFORMANCE MEASURES

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development, adoption, and updating of this Action Plan are significant steps forward for Cal ICH and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and to deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it does occur.

The tables on the following pages document this Action Plan's Objectives, planned Activities, Timeframes, and Performance Measures that will be used to assess the implementation of the Activities. Further, the departments with lead responsibility for implementing the Activities, their collaborating Cal ICH member departments, and other State departments that might be engaged into the Activities are clearly identified.

Action Plan Objectives, Activities, Timeframes, & Performance Measures



Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California



Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness



Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing



Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities



Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness



Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California

Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with expertise from lived experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education and employment; public health and disaster preparedness and response; and communications and public awareness.

► Objective 1

Assess and strengthen racial equity-focused activities of State agencies, and local agencies and organizations receiving State funding, and ensure those activities are informed by and accountable to communities most impacted by housing instability and homelessness.

► Objective 2

Ensure that State and local planning efforts share power and decision-making with people with lived expertise who are fully representative of communities most impacted by homelessness, including Tribal Nations.

► Objective 3

Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

► Objective 4

Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

► Objective 5

Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

► Objective 6

Increase public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 1: Assess and strengthen racial equity-focused activities of State agencies, and local agencies and organizations receiving State funding, and ensure those activities are informed by and accountable to communities most impacted by housing instability and homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Provide and coordinate technical assistance (TA) focused on racial equity that strives to achieve equitable access and outcomes within State-funded programs, by improving coordinated entry systems, prioritization policies, and targeting strategies in order to address disparities in access to services and resources.</p>	Cal ICH	HCD, CDSS, and will also engage with SGC	TA initiated and ongoing	<p>Process Measure: Documentation of various forms of technical assistance (TA) delivered.</p> <p>Output Measure: Number of grantees receiving formal TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each TA engagement.</p>
<p>2. Provide pre-application and other technical assistance and training opportunities, participate in listening or feedback sessions, and adapt program guidelines and guidance, to enhance access to State homelessness and housing programs and resources, including linkages to workforce development programs and other</p>	Cal ICH, HCD, CDSS	All Cal ICH Member Departments	Ongoing	<p>Process Measure: Documentation of updated program or tribe specific guidelines and NOFAs to reflect tribal access.</p> <p>Output Measures: Number of tribal engagement and outreach efforts, number of tribes receiving TA, number of state staff receiving training in tribal engagement and outreach efforts, and number of Tribal applications for funding.</p>

<p>services, for California Federally Recognized Tribes.</p>				<p>Outcome Measure: Increase in number of Tribes receiving awards of State homelessness and housing program funding.</p>
<p>3. Incorporate a focus on racial equity data, analysis, goals including “equity-related goals”, and planned activities within applications for State homelessness and housing-focused funding and analyze the data and information gathered in response.</p>	<p>Cal ICH, via State Funding and Programs Working Group and Racial Equity Working Group</p>	<p>HCD, CDSS, CalOES, DHCS, CDCR</p>	<p>Ongoing</p>	<p>Process Measure: Annual documentation of homelessness and housing funding programs that have included focus on racial equity data, analysis, and planned activities.</p> <p>Process Measure: Timely analysis of data and information gathered, provided to relevant Working Groups to inform planned strategies and activities.</p> <p>Outcome Measure: Increase the number of State programs that are including a focus on racial equity data and strategies.</p>
<p>4. Utilize the Homeless Data Integration System to support both Statewide and local analyses of data, focused on documenting and understanding racial inequities in experiences of homelessness and provision of services and expand the data in Cal ICH’s public dashboard to include additional data on system outcomes.</p>	<p>Cal ICH</p>	<p>All Cal ICH Member Departments</p>	<p>Utilization of data ongoing</p> <p>Update public dashboard to reflect data on system outcomes by the end of CY 2024.</p>	<p>Process Measure: Documentation of how data regarding racial inequities are being used to inform State planning and activities.</p> <p>Process Measure: Conduct research on racial inequities in experiences of homelessness, provision of services, and system outcomes.</p> <p>Output Measure: Update system to align with HUD 2024 data standards, including updates to the race and ethnicity categories used in the public dashboard.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
5. Continue efforts to ensure that developments funded through the Multifamily Finance Super NOFA (MFSN) Programs and other State funding sources are also being developed in high-resource communities.	HCD	CDLAC, CTCAC	Ongoing	Process Measure: Data collection and review of the amount and proportion of housing developments and units developed in high resource communities.
6. Continue to implement set-asides to ensure tax credit and bond allocation awards are provided to Tribal entities and to BIPOC-led developers. CDLAC to continue implementing bond allocation set aside for BIPOC projects and CTCAC to implement a tax credit set aside for tribal projects.	CTCAC, CDLAC		Implemented FY 22-23 and Ongoing	Output Measure: Percent utilization of BIPOC and Tribal set-asides.
7. NEW: Develop a holistic policy framework for implementing the state's duty to Affirmatively Further Fair Housing, including increasing opportunity in historically disinvested communities in HCD and other State funding programs.	HCD	TCAC, CDLAC	Framework developed by Q4 of FY 23-24	<p>Process Measure: Develop funding policies that encourage housing developments and units that increase opportunity in historically disinvested communities.</p> <p>Output Measure: Timely completion of policy framework.</p> <p>Outcome Measure: Framework informs changes to HCD program guidelines, including the MFSN programs.</p>

<p>8. NEW: Continue efforts to ensure that emerging and community-based developers have access to State funding sources.</p>	<p>HCD</p>	<p>CDLAC, CTCAC</p>	<p>On-going</p>	<p>Process Measure: Data collection and review of the amount and proportion of housing developments and units developed by emerging developers and community-based developers.</p> <p>Outcome Measure: MFSN guidelines and NOFAs will continue to provide priorities and opportunities for emerging and community-based developers.</p>
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 2: Ensure that State and local planning efforts share power and decision-making with people with lived expertise who are fully representative of communities most impacted by homelessness, including Tribal Nations.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a Lived Experience Advisory Board (LEAB), comprised of individuals with lived experience and expertise to inform the considerations and decisions of the California Interagency Council on Homelessness and member departments.</p>	Cal ICH	All Cal ICH Member Departments	LEAB being formed during FY 23-24	<p>Process Measure: Implementation of committee in timely manner and number of meetings held.</p>
<p>2. NEW: Inform State program policies related to access and service delivery to people experiencing or at risk of homelessness with input from and considerations of the needs of people experiencing, at risk or, exiting homelessness.</p>	Cal ICH, via State Funding and Programs Working Group	All Cal ICH Member Departments	Ongoing	<p>Process Measure: Documentation of technical assistance or official plans or guidance developed by State Funding and Programs working group regarding gathering input with consideration from people experiencing, at risk of, or exiting homelessness for the development of state programs and policies.</p> <p>Process Measure: Number of programs provided guidance on incorporating input from PLE in their decision-making processes.</p>

<p>3. Ensure that whenever the expertise of individuals with lived experiences of homelessness is sought, those individuals are adequately and appropriately compensated, and also seek new and additional ways to decrease barriers and to prevent any unintentional economic hardships that might result.</p>	<p>BCSH, CalHHS</p>	<p>All Cal ICH Member Departments</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of compensation policies and practices implemented.</p>
<p>4. Partner with the UCSF Benioff Homelessness and Housing Initiative (BHHI) on the California Statewide Survey of Homelessness (CSSH), a new study to better understand homelessness across the state of California including the release of policy briefs utilizing data from the study.</p>	<p>CalHHS</p>	<p>Cal ICH</p>	<p>Report issued in June 2023 and policy briefs to be released throughout FY 23-24.</p>	<p>Process Measure: Timely release of report and policy briefs and documentation of dissemination efforts.</p>
<p>5. Proactively engage local boards and committees of people with lived experience and expertise to provide input on the development and the updating of the Cal ICH Action Plan.</p>	<p>Cal ICH</p>	<p>N/A</p>	<p>Input discussions held during Q2 and Q3 of FY 20-21</p>	<p>Process Measure: Documentation of input sessions held. Process Measure: Documentation of feedback delivered to the Council and Advisory Committee and any follow up decisions from those discussions.</p>
<p>6. Convene quarterly meetings of housing work group of Disability and Aging Community Living Advisory Committee</p>	<p>CDA</p>	<p></p>	<p>On-going</p>	<p>Process Measure: Document any relevant recommendations and identify best practices, models and benchmarks that may inform statewide initiatives. Output Measure: Dissemination of</p>

<p>and document any relevant recommendations or ideas generated.</p>				<p>recommendations to subcommittee members and disseminated to the public as part of the full DACLAC meeting publications.</p>
<p>7. Support community partners to recruit and hire people with current or recent experience of homelessness to serve as peer health ambassadors to increase connection to health and social services as well as access to testing, vaccinations, and treatment for COVID-19.</p>	<p>CDPH</p>	<p>Cal ICH</p>	<p>Support provided in FY 23-24</p>	<p>Process Measure: Documentation of support provided to community partners for peer health ambassador program.</p>
<p>8. NEW: Recruit, select, and compensate people with current or recent experience of homelessness to serve on a CDPH Lived Experience Advisory Board (LEAB). CDPH will consult with the LEAB on policies and issues related to homelessness, housing, COVID-19, and health.</p>	<p>CDPH</p>	<p>Cal ICH</p>	<p>LEAB will be formed in Q1 of FY 23-24, then ongoing</p>	<p>Process Measure: Document consultations with LEAB related to CDPH's housing and homelessness focused activities.</p> <p>Process Measure: Timely implementation of LEAB.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>9. Provide proactive guidance to grantees regarding the eligible uses of State funds and resources for costs associated with engaging people with lived experience and expertise into planning and decision-making processes, and also encourage local grantees to hire people</p>	<p>Cal ICH</p>	<p>CDSS, HCD, CalOES, DHCS, others TBD</p>	<p>Ongoing</p>	<p>Process Measure: Timely convening of Working Group with focus on this Activity.</p> <p>Process Measure: Documentation of guidance and trainings/support provided to local grantees.</p>

with lived expertise into regular staff positions.				
10. Incorporate questions regarding the involvement of people with lived experience and expertise into local planning and decision-making processes within applications for State homelessness and housing-focused funding and analyze the information gathered in response.	Cal ICH, via State Funding and Programs Working Group	CDSS, HCD, CalOES, DHCS, others TBD	Ongoing	Output Measure: Annual documentation of homelessness and housing funding programs that have included focus on involvement of people with lived experience and expertise into local planning and decision-making processes.
11. Implement recruitment efforts to support representation of people with lived expertise on DOR advisory board and committees.	DOR	Cal ICH	Recruitment process completed by 4 th quarter of FY 23-24	Process Measure: Document recruitment activities implemented and representation of people with lived expertise achieved.
12. Coordinate with local CBO systems to elevate local housing issues and identify any policy goals focused on issues of housing instability and/or homelessness and identify opportunities for advancing such policy recommendations.	DOR	Cal ICH	Identification of any relevant policy goals completed by 3 rd quarter of FY 23-24	Process Measure: Document any relevant policy goals identified and communicate policy goals to relevant state agencies and departments.

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 3: Incentivize and support cross-sector, interjurisdictional, and regional planning, decision-making, and accountability.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Develop interagency practices and recommendations for sharing and, where feasible, integrating, data from health and human services, housing, and homelessness programs, in service of data-informed and equity-anchored policy and program implementation.</p>	BCSH, CalHHS	Cal ICH	Develop interagency practices and data governance policies by 2023.	<p>Process Measure: Document practices and governance policies implemented as well as steps taken to share data. Provide recommendations on next steps in homelessness data integration and utilization.</p>
<p>2. In administering Homeless Housing, Assistance and Prevention (HHAP) programs funds, implement mandatory processes that support local jurisdictions in the update, review, and / or approval of their local homelessness action plans that include key measures of the performance of their local homelessness response systems.</p>	Cal ICH	All Council member departments	Ongoing	<p>Process Measure: Timeline development and implementation of processes and criteria for local homelessness action plans and outcome goals.</p> <p>Process Measure: Regular reporting to Cal ICH Council regarding implementation, analyses, and findings.</p>
<p>3. Based upon local homelessness action plans, HHAP outcome goals and equity-related goals submitted by local</p>	Cal ICH	All Council member departments	Ongoing	<p>Process Measure: Timeline development of initial statewide projections.</p> <p>Outcome Measure: Findings from monitoring</p>

jurisdictions, develop statewide projections for key performance measures and monitor and assess performance against those projections.				and assessment of performance.
4. In compliance with AB 977, add specified State programs into Homeless Data Integration System (HDIS), by supporting communities to incorporate such programs within their local Homeless Management Information Systems (HMIS) to provide State access to data across State-funded programs and generate relevant reporting.	Cal ICH	HCD, CCCCCO, CDSS, and other identified Council Member departments	Ongoing Provide technical assistance to additional state-funded homelessness programs in FY 23-24	Process Measure: Timely integration of programs' data into HDIS. Process Measure: Documentation of technical assistance provided to state departments and their grantees. Outcome Measure: Data quality measures will be developed to ensure accurate HMIS data entry.
5. Facilitate CARE Act working group to support implementation efforts for new process to deliver mental health and substance use disorder services to the most severely impaired Californians, including people experiencing homelessness.	CalHHS		Facilitate quarterly CARE Act working group.	Process Measure: Documentation of Working Group activities.
6. Support greater collaboration and coordination between Local Health Jurisdictions (LHJs) with local Continuum of Care (CoC) organizations and with State-funded homelessness programs.	CDPH	Cal ICH, HCD	Ongoing	Process Measure: Documentation of efforts to identify and share contact information across housing/homelessness points of contact at LHJs and CoCs and/or other State funded homelessness programs. Outcome measure: Number of CoCs and/or other State funded homelessness programs and LHJs report improved relationships and

				improved willingness and ability to collaborate with one another.
7. Provide technical assistance and guidance to grantees and partners in support of cross-sector, interjurisdictional, regional planning and strengthening of regional approaches to preventing and ending homelessness, considering the roles of partners, including Tribes.	Cal ICH	CDSS, HCD	Cal ICH TA ongoing	<p>Process Measure: Initiation of TA in timely manner.</p> <p>Output Measure: Number of communities receiving TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each TA engagement.</p>
8. Leverage HCD's role in reviewing, regulating, and enforcing Housing Elements, with Cal ICH's interagency scope, to deliver a new level of technical assistance on homelessness to cities and counties, including through the Homelessness Housing Assistance and Prevention Program and, in collaboration with other State departments, develop an interagency guide on actions city governments can take to address homelessness.	HCD	Cal ICH, CDSS, CalVet, DHCS, CDCR, CalOES	Planning and research initiated in FY 23-24, on-going through beginning of 7 th housing element cycle	<p>Process Measure: Documentation of staff training and development, including documentation of research on homelessness response programs and services, housing element review process, and housing and homelessness accountability practices.</p> <p>Output Measure: Development of written guidance on evidence-based best practices in homelessness response programs and services for housing element and regional homelessness action plan reviewers.</p> <p>Output Measure: Increase frequency or number of sessions of technical assistance on homelessness response programs and services to housing element stakeholders, including jurisdictions submitting housing elements and regional homelessness action plans for review.</p>

<p>9. Act upon the recommendation of the Implementing the Master Plan for Aging in California Together (IMPACT) Stakeholder Committee to prioritize a focus on ending older adult homelessness within the implementation of the state's Master Plan on Aging.</p>	CDA	Cal ICH, HCD, CalHHS	FY 22-23 and FY 23-24	<p>Process Measure: Document actions taken in response to recommendation.</p>
<p>10. NEW: Ensure an appropriate focus on people experiencing homelessness and people transitioning from institutional settings in the Area Agency on Aging network and the Aging and Disability Resource Connection (ADRC) system.</p>	CDA	DOR, DHCS	On-going	<p>Process Measure: Document efforts to integrate focus on people experiencing homelessness through Area Agency on Aging and people transitioning from institutional and other care settings to community settings.</p>
<p>11. Support data analysis leveraging public health data (and other social determinants of health data) with HDIS to better inform broad policy recommendations and program delivery.</p>	CDPH	Cal ICH, Cal HHS	Ongoing	<p>Process Measure: Documentation of data analyses performed and relevance for predicting and targeting interventions and services for individuals and communities at risk of homelessness and those currently experiencing homelessness.</p>
<p>12. NEW: Implement the Home and Community Based Services (HCBS) Gap Analysis to include gathering information on affordable and accessible housing programs for seniors and people with disabilities within the Health and Human Service Agency departments.</p>	CDA	Cal ICH, HCD, CalHHS	FY 23-24	<p>Process Measure: Conduct key informant interviews to inform the HCBS non-Medi-Cal program inventory.</p> <p>Output Measure: Establish HCBS program inventory (including housing) for non-Medi-Cal programs.</p>

<p>13. NEW: In compliance with SB 914 and SB 918, improve coordination between the homelessness response system, youth service providers and victims service providers by setting goals and measuring progress towards preventing and ending homelessness for domestic violence survivors and their children and of unaccompanied women.</p>	Cal ICH		Establish initial goals by January 1, 2025	<p>Process Measure: Conduct stakeholder engagement to support the goal setting process.</p> <p>Process Measure: Define outcome measures and gather the data related to the goals.</p>
<p>14. NEW: Coordinate with local and regional transit agencies to share best practices and lessons learned on how to effectively respond to the needs of people experiencing homelessness on and around transit and transportation property and on how to partner with local and regional governments and Continuums of Care and coordinate with Caltrans.</p>	Caltrans	Cal-ICH	2023-24	<p>Process Measure: Documentation of guidance and best practices for transit professionals.</p> <p>Output Measure: Number of transit agencies in attendance at meeting.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>15. NEW: Monitor implementation of key program commitments from compliant housing elements to ensure that jurisdictions are implementing the appropriate land use and development policies to address homelessness.</p>	HCD		Develop monitoring program FY 23-24	<p>Process Measure: Develop tracking system and business process to target key program commitments that seek to rezone sites and remove constraints to development when implementing policies to increase permanent housing solutions. Verify compliance with AB 2339 (2022) and SB 2 (2007) requirements.</p> <p>Output Measure: Review programs for 50% of</p>

				the jurisdictions in FY 23-24, increasing to 100% by FY 25-26.
16. Enhance the availability of data regarding mortality among people experiencing homelessness through increased data sharing, technical assistance and training, and the evaluation and dissemination of findings to inform and strengthen public health interventions to reduce such mortality.	CDPH	Cal ICH	On-going	Process Measure: Documentation of activities to enhance data availability.
17. Support and strengthen expectation of joint CoC-county-city-Tribal planning and coordination in awards and implementation of State homelessness funding.	Cal ICH	HCD, CDSS, DHCS, Caltrans, others TBD	Ongoing Cal ICH review of HHAP implementation	Process Measure: Documentation of coordination criteria developed for HHAP-3 and HHAP-4 submissions. Process Measure: Documentation of guidance and support provided to local communities, including Tribes.
18. Provide grants and incentives that support local and regional planning and initiatives through SB 2 Planning Grants, Local Early Action Planning Grants, Regional Early Action Planning Grants, Prohousing Designation, Prohousing Incentive Pilot Program, and the Homelessness Housing Assistance and Prevention Program.	HCD	Cal ICH	Ongoing throughout FY23-24	Output Measure: Additional planning grants and incentives awarded to eligible applicants in FY 23-24. Outcome Measure: Jurisdictions' planning for a variety of housing types, including housing for extremely low-income individuals and families at-risk of homelessness, and people experiencing homelessness is improved.

<p>19. Map affordable and accessible housing for seniors and people with disabilities.</p>	CDA	BCSH, DOR, CDSS	FY 2024-2025	<p>Output Measure: Map of affordable and accessible housing options for seniors and people with disabilities in each county.</p>
<p>20. Identify and implement appropriate opportunities to include Local Health Jurisdictions (LHJs) as eligible applicants within state funding programs.</p>	CDPH	HCD, CDSS, CalVet, Caltrans, Cal ICH, DHCS	Meetings held FY 23-24	<p>Process Measure: Documentation of efforts to assess appropriateness and implement inclusion of LHJs as potential grantees for funding streams.</p>
<p>21. Continue implementation of CalAIM Providing Access and Transforming Health (PATH) Initiatives to support the statewide implementation of Enhanced Care Management (ECM) and Community Supports through various initiative activities, including: (1) regional collaborative planning and implementation efforts to promote readiness among managed care plans, providers, CBOs, county agencies, public hospitals, tribal partners, and others to promote readiness; (2) direct funding to local entities noted above to support the delivery of Enhanced Care Management and Community Supports services through Capacity and Infrastructure Transition, Expansion, and Development (CITED); (3) virtual “marketplace” that</p>	DHCS		January 1, 2022, through December 2026	<p>Process Measure: Ongoing funding of approved former Whole Person Care activities through December 2024.</p> <p>Process Measure: Ongoing review and approval rounds of applications for CITED, TA Marketplace, and Collaborative Planning and Implementation groups.</p> <p>Outcome Measure: Increased access to, and utilization of, ECM and/or Community Supports, as a result of capacity and infrastructure development efforts.</p>

<p>offers hands-on technical support and off-the-shelf resources to establish implementation infrastructure needed; and (4) funding services provided by former Whole Person Care Pilot Lead Entities until the services transition to managed care coverage under CalAIM.</p>				
<p>22. Implement the Housing and Homelessness Incentive Program (HHIP) through which Medi-Cal managed care plans (MCPs) are incentivized to develop the necessary capacity and partnerships to connect their members to needed housing services and to take an active role in reducing and preventing homelessness. Implementation includes requirement that participating MCPs and local partners submit a Local Homelessness Plan for each county, including mapping the continuum of services with focus on homelessness prevention, interim housing, rapid re-housing, and permanent supportive housing.</p>	<p>DHCS</p>	<p>Cal ICH</p>	<p>Earned incentive payments have been issued to all MCPs as of May 31, 2023.</p> <p>Additionally, HHIP is currently in reporting period Submission 2 (S2). S2 are due on December 29, 2023.</p> <p>In January 2024, the final submission reviews will be conducted, and the final earned MCP incentive funding are scheduled to be issued by March 31, 2024.</p>	<p>Outcome Measure: MCP's ability to share and receive data with local HMIS.</p> <p>Outcome Measure: Number of successfully housed members who were experiencing homelessness.</p>
<p>23. Collaborate with the U.S. Department of Veterans Affairs to strengthen the cohesion among California's Veterans</p>	<p>CalVet</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Outcome Measure: Tracking various veteran homelessness recovery and recidivism metrics.</p>

Affairs Healthcare Systems' homeless programs and State and local homelessness systems.				Process Measure: Develop regional processes and procedures for locating all veterans experiencing homelessness and connecting them to safe housing and wealth building opportunities.
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ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 4: Improve access to education and employment services and opportunities for people at risk of, experiencing, and/or exiting homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Continue implementation of the High Road Training Partnerships Resilient Workforce Fund Program with a focus on: industry as an organizing principle; building partnerships that develop skills employers need in ways that secure stronger economic opportunities for low-income workers; and advancing a field of practice that addresses urgent questions of income inequality, economic competitiveness, and climate change through regional skills strategies.</p>	CWDB	CCCCO, EDD, ETP, DAS	Funds available through end of FY 25-26	<p>Process Measure: Implementation and eventual establishing specific measures in future, more data becomes available.</p> <p>Outcome Measure: Track and report CWDB's standard performance measures, including enrollment targets for disadvantaged populations (including people experiencing homelessness), enrollment in training, provision of supportive services, credential attainment, employment placement and wage gains.</p> <p>Outcome Measure: Pilot new wellbeing performance measures, including stabilized housing.</p>
<p>2. Continue implementation of High Road Construction Careers (HRCC) initiative which supports pre-apprenticeship training partnerships (including local Building Trades Councils, Community</p>	CWDB	CCCCO, EDD, ETP, DAS	Spring 2024	<p>Outcome Measure: Enrollment targets for disadvantaged populations (including people experiencing homelessness), enrollment in training, provision of supportive services, credential attainment, employment</p>

<p>Based Organizations, and Workforce Development Boards, among others) covering every county in the state, around the state connecting underserved communities with apprenticeship programs in the building and construction trades and providing supportive services and pre-apprenticeship training that enable participants to succeed in careers that provide family-supporting wages, employer-supported benefits, and career advancement opportunities.</p>				<p>placement, and wage gains. Outcome Measure: Pilot new wellbeing performance measures, including stabilized housing.</p>
<p>3. Implement Homeless Innovative Programs grants to identify innovative practices to improve the educational stability, access, support, and academic achievement of children and youth experiencing homelessness, and engage grantees into statewide professional and resource development activities such as communication, outreach, training, and scaling up the model of innovative practice (MIP) for dissemination and replication.</p>	CDE		Grant terms of July 1, 2022, to September 30, 2024	<p>Process Measures: Documentation of implementation of grant programs and of development and dissemination of tools and resources to support implementation of innovative practices. Outcome Measure: Increased, statewide shared knowledge of MIPs via the CDE website.</p>
<p>4. Address the employment needs of people transitioning from State Prison,</p>	CDCR	CWDB and DOR	Ongoing, beginning in FY 23-24	<p>Outcome Measures: Report the following metrics on a data dashboard: types of training and employment secured post-</p>

<p>including those who receive housing under the Returning Home Well initiative, by connecting them to local employment resources, such as leveraging the workforce partnership and Prison to Employment initiative, and linking them to Department of Rehabilitation programs, including the provision of Workforce Development Board stipends (if applicable.)</p>				<p>release; training participation during incarceration; and employment duration and retention measures.</p>
<p>5. Expand and continue to implement and evaluate the Homeless and Housing Insecurity Pilot (HHIP) Program, which provides housing services and support to homeless and housing insecure students.</p>	<p>CCC</p>		<p>Ongoing Colleges submit HHIP reports to Chancellor's Office at least annually and HHIP colleges are required to submit AB977 data to local county HMIS systems.</p>	<p>Process Measure: Documentation of data collection regarding student homelessness and housing insecurity. Process Measure: Submission of an annual legislative report about the HHIP Program, including scalability recommendations. Achieve AB977 compliance. Output Measure: Number of homeless or housing insecure students that received services and supports. Outcome Measures: Decrease barriers to academic success. Increase program completion rates, transfer rates, and retention.</p>
<p>6. NEW: Implement and evaluate the Rapid Rehousing Program which provides rental assistance and services to students who</p>	<p>CSU</p>		<p>Began in 2020 and ongoing</p>	<p>Process Measure: Documentation of data collection regarding student homelessness and housing insecurity.</p>

<p>are housing insecure or experiencing homelessness.</p>				<p>Process Measure: Submission of an annual legislative report on CSU Rapid Rehousing Program.</p> <p>Output Measure: Number of homeless or housing insecure students that received services and supports.</p>
<p>7. NEW: Provide emergency housing assistance to students experiencing temporary housing insecurity or homelessness.</p>	<p>CSU</p>		<p>Began 2021 and ongoing</p>	<p>Process Measure: Documentation of data collection regarding students seeking emergency housing assistance.</p> <p>Process Measure: Submission of an annual legislative report on CSU Baseline Basic Needs Funding.</p> <p>Output Measure: Number of students supported with temporary housing assistance.</p>
<p>8. NEW: Provide emergency housing assistance to students experiencing homelessness or at imminent risk of homelessness.</p>	<p>UC</p>		<p>Ongoing</p>	<p>Process Measure: Documentation of housing insecure/homeless students served by basic needs.</p> <p>Process Measure: Submission of annual combined legislative report on Basic Needs, Mental Health and Rapid Rehousing.</p> <p>Output Measure: Number of homeless/housing insecure students served by Basic Needs/Rapid Rehousing programs.</p> <p>Output Measure: Number of homeless/housing insecure students able to secure permanent housing after receiving supports from housing programs.</p>

<p>9. Educate Continuum of Care (CoC) organizations across California to connect individuals with disabilities to DOR employment services that can be provided to people with disabilities who are being served within the homelessness response systems' housing and services programs.</p>	DOR	Cal ICH	On-going	<p>Process Measure: Document relevant educational activities focused on Continuum of Care organizations and provide technical assistance to connect DOR office to local CoCs.</p>
<p>10. Provide technical assistance to enhance capacity of local educational agencies (LEAs) to provide services and supports for students experiencing homelessness and housing instability to foster educational achievement and progression.</p>	CDE		Implemented FY 20-21 and ongoing throughout FY 23-24	<p>Process Measure: Increased technical assistance offerings provided.</p> <p>Output Measure: Increase identification, and student outcomes regarding academic access and success.</p> <p>Outcome Measure: Increased number of LEAs receiving technical assistance.</p>
<p>11. Implement surveys and analyses to document the extent to which people experiencing homelessness are being hired into Caltrans' Service Assistance Maintenance positions and have access to promotional opportunities and career ladders and develop strategies through partnership with the Butte County Office of Education (BCOE) to offer employment and services to some of the most marginalized communities in California including veterans, people experiencing</p>	Caltrans	Cal ICH, CalVet, and in coordination with CalHR	Ongoing	<p>Process Measure: Document processes implemented to recruit and hire people experiencing homelessness into positions.</p> <p>Output Measure: Document estimated number of people experiencing homelessness hired into positions; through surveys to increase the number of people experiencing homelessness hired into positions and increase the average length of employee retainment for these employee positions.</p>

homelessness, and individuals re-entering society following incarceration.				
12. Explore opportunities to coordinate service delivery at the local and regional levels focused on homelessness by identifying best practices, training opportunities, and peer-to-peer connections between the Local Workforce Development Boards during regional exchanges.	CWDB	EDD, DOR, Local Workforce Development Boards	Ongoing	Process Measure: Documentation of exploratory activities, opportunities identified, and any resulting materials, trainings, and/or peer-to-peer connections implemented.
13. Track and report data regarding participation in California Workforce Development Board programs by people experiencing homelessness, including data regarding participants served, career and training services provided, credentials received, and employment placements.	CWDB	EDD, ETP, DAS	Ongoing	Process Measure: Regular tracking and reporting of data.
14. Strengthen the tracking and reporting of employment outcomes across State-funded homelessness and housing programs.	Cal ICH, via Employment Working Group	Cal ICH, CDSS, DOR, CWDB	Employment Working Group to be formed by 4 th Quarter of FY 23-24	Process Measure: Timely convening and reporting of Working Group with focus on this Activity. Outcome Measure: To be determined by Working Group.
15. NEW: Provide technical assistance to enhance capacity of local educational agencies (LEAs) to provide services and	CDE		Ongoing throughout 23-24	Process Measure: Increased technical assistance and professional development opportunities.

<p>supports for students experiencing homelessness and housing instability to foster educational achievement and progression.</p>				<p>Output Measure: Increase in the number of LEAs participating in technical assistance and professional development opportunities regarding the differences, collaboration strategies, and accessibility in various ways.</p> <p>Outcome Measure: Increased number of LEAs receiving technical assistance.</p>
<p>16. NEW: Increase awareness and knowledge of DOR employment staff about Cal ICH and DSS homelessness services and support for cross-coordination of services for individuals experiencing homelessness.</p>	DOR		<p>Provide resources and training to support individualized employment plan activities by end of FY 23-24</p>	<p>Process Measure: Develop resources for DOR staff and provide training to coordinate services for individuals who are homeless and seeking employment.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>17. Monitor LEAs' implementation of the McKinney–Vento Homeless Assistance Act through annually updated federal program monitoring.</p>	CDE		<p>Implemented on an annual basis, ongoing</p>	<p>Process Measure: Monitoring of all LEAs via Consolidated Application and Reporting System and documentation of other monitoring processes with prioritized LEAs using a CDE developed risk assessment through the FPM process.</p> <p>Process Measure: Analysis of schools who might be under-identifying students experiencing homelessness in order to increase attendance, participation, graduation rates to ensure academic access and success.</p>

18. Communicate and disseminate guidance to county offices of education (COEs), LEAs, and partnering agencies to strengthen support for students experiencing homelessness.	CDE	Cal ICH	Ongoing	Process Measure: Documentation of guidance materials created/provided.
19. Participate in California Higher Education Basic Needs Alliance intersegmental workgroup with CSU and UC systems, whose goals include identifying, developing and promoting student centered policies and practices to increase the academic and personal success of students experiencing basic needs insecurities.	CCC, CSU, UC	Cal ICH	Ongoing in alignment with the legislative cycle	Process Measure: Documentation of engagement with stakeholders in planning of summit. Output Measure: Summit sessions focused on addressing college student housing insecurity and homelessness.
20. Host second biennial CHEBNA intersegmental event targeting basic needs practitioners from across all three segments of California higher education.	CCC, CSU, UC		Summit Summer 2024	Output Measure: Summit attendance by higher education and community-based organizations.
21. Provide guidance and support to encourage the coordination and alignment of service delivery, including strategic co-enrollment and creation of referral processes, across multiple partner programs to effectively leverage resources for maximum benefit to shared participants.	CWDB	DOR, CDE, CDSS, CCCCCO	Ongoing	Process Measure: Document efforts to ensure application of WIOA measures of performance across core programs, including as applied to co-enrolled participants.

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 5: Support California communities to develop disaster preparedness plans and public health strategies more inclusive of the needs of people experiencing homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. NEW: Coordinate strategies to identify and address the unmet needs of people experiencing homelessness in emergency response and recovery efforts. Organize and convene the Priority Populations Task Force, an interagency task force that ensures marginalized populations are included in disaster planning and response. Develop disaster and emergency response informational resources with the goal of supporting people experiencing homelessness or housing instability in a range of disaster and emergency scenarios.</p>	Cal OES	CDSS, Cal HHS, BCSH, CDPH	Ongoing	<p>Process Measure: Documentation of timely convening of this Task Force.</p> <p>Output Measure: Development of guidance and materials to include people experiencing homelessness in disaster planning and response.</p>
<p>2. NEW: Coordinate with state departments to share best practices and resources with grantees, local leadership, and organizations across California to support the needs of people experiencing</p>	Cal ICH	CDSS, CDPH, Cal OES	Ongoing	<p>Process Measure: Distribution of guidance materials, resources and best practices through various modalities including newsletters, memos, toolkits, and webinars.</p> <p>Process Measure: Continued engagement</p>

<p>homelessness (PEH) in preparation of, and during, times of emergency or natural disaster in support of cross-sector planning and coordination. Create, streamline, and disseminate information, guidance, and resources to support local system leaders in advance of and during disaster to support people experiencing homelessness during disasters and emergencies.</p>				<p>with representative department staff to develop shared resources and information.</p>
<p>3. Produce and disseminate the <i>Listos California Disaster Guide for People Experiencing Homelessness</i> and disseminate to subrecipients, local CBOs and Tribal entities through technical assistance and training opportunities.</p>	<p>CalOES</p>	<p>BCSH, Cal ICH, CDSS</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of dissemination strategies, including posting the guide to the CalOES website.</p>
<p>4. Support California communities in developing disaster preparedness plans that incorporate extreme heat and other climate risks to be more inclusive of the needs of people experiencing homelessness, including: distribution of best-practice models and toolkits; incorporating additional climate adaptation strategies into homelessness-focused Technical Assistance; assessing and documenting strong local, state, and</p>	<p>BCSH, CalOES</p>	<p>Cal ICH, HCD, CDSS, CalHHS and DPH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of strategies implemented.</p>

<p>tribal examples to develop stronger guidance and expectations; support the inclusion of Continuums of Care into local planning efforts; and incorporating people experiencing homelessness into planning documents relating to extreme heat events and other climate risks.</p>				
<p>5. Work with tribal and local governments, and community-based organizations to bolster protections for unhoused populations during extreme heat and weather events, including: coordinating with tribal and local governments on Climate Action and Adaptation Plans to incorporate strategies on how to aid unhoused populations during extreme heat and weather events; supporting training for first responders to help them anticipate the variety of illnesses associated with extreme weather, including mental health and cognitive impacts; working with local governments and local Continuums of Care to support local plans containing provisions for people who are medically vulnerable, including access to resilience centers and/or cooling centers.</p>	<p>Environmental Protection Agency, CalOES</p>	<p>CDSS, DPH, CalHHS</p>	<p>In alignment with implementation of <i>Protecting Californians From Extreme Heat: A State Action Plan to Build Community Resilience</i>, adopted in April 2022</p>	<p>Process Measure: Implementation progress of the <i>Extreme Heat Action Plan</i> will be tracked through the California Climate Adaptation Strategy's annual reporting process.</p> <p>Outcome Measure: Number of Tribes and tribal communities receiving assistance.</p> <p>Outcome Measure: Number of Tribes and tribal communities connected to local CoCs and CBOs.</p>

6. NEW: Through coordination with the Priority Populations Task Force, ensure that people sheltering in encampments on Caltrans-owned property have improved access to services and assistance during natural disasters and other disasters and emergencies.	Caltrans	Cal OES via Priority Populations Task Force	Ongoing	Output Measure: Number of agencies reached during an emergency event.
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

7. Explore models and promising practices focused on post-disaster housing needs of people experiencing homelessness (i.e., "Regional Centers" model.)	HCD	Cal ICH, CalOES, CDSS	Recommendations prepared by Q4 of FY 23-24	Process Measure: Implement a collaborative process with other State departments and develop recommendations for best practices.
8. Collaborate with LEAs, state level educational partners including divisions across the CDE to identify needs of students experiencing homelessness as the result of natural disasters and/or other emergencies, and develop strategies, resources, and tools to address those needs.	CDE	Cal ICH, CalOES	Ongoing	Process Measure: Documentation of activities implemented, and tools and guidance provided.

ACTION AREA 1

STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA

OBJECTIVE 6: Increase public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches, trauma-informed care, and other best practices.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Launch and regularly update a page at Cal ICH website that provides access to key data and resources regarding homelessness in California, including demographics and scale of populations, causes of housing instability and homelessness, and solutions being deployed.</p>	Cal ICH	DGS, BCSH, CalHHS	Web page launched and ongoing	<p>Process Measure: Timely launch and regular updating of web page and data.</p>
<p>2. Continue strategic communications to educate the public regarding the causes of homelessness, effective solutions, the state’s approach and programs.</p>	BCSH	Cal ICH, HCD, DFEH	Ongoing throughout FY 23-24	<p>Process Measure: Documentation of homelessness-focused messaging and efforts.</p>
<p>3. Provide homelessness-focused communications to local partners, including development and/or collection and dissemination of webinars, videos, tools, guidance,</p>	Cal ICH	All Cal ICH Member Departments	Ongoing	<p>Output Measure: Annual compilation of communications activities focused on these topics.</p>

<p>articles, and other resources and materials, focused on Housing First implementation, strategic use of funding sources, and effective programs and practices.</p>				
<p>4. Prepare public-facing materials and articles based upon data and information drawn from the Homeless Data Integration System warehouse, to educate the public and Council support structures on challenges, activities, and implementation of programs and resources.</p>	Cal ICH	HCD, CDSS	Utilize ongoing reports and dashboards	<p>Output Measure: Annual compilation of public-facing materials developed focused on these topics.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>5. Proactively analyze and develop educational materials that interpret and communicate key findings of data and research focused on homelessness in California, such as HUD's Point-in-Time count or HDIS data</p>	Cal ICH	HCD, CDSS, DHCS	Ongoing	<p>Process Measure: Development of materials and dissemination plan; incorporate information into analysis and guidance.</p> <p>Output Measure: Annual compilation of educational materials developed focused on these topics.</p>



Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

Activities focused on addressing health and safety needs and increasing access to State supported services and programs for people who are experiencing unsheltered homelessness.

► Objective 7

Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

► Objective 8

Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.

ACTION AREA 2

EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

OBJECTIVE 7: Support California communities to strengthen outreach efforts and to address the health and safety needs of people experiencing unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement and evaluate impact of new Encampment Resolution Funding (ERF) program to support local jurisdictions to ensure the wellness and safety of people experiencing homelessness in encampments by providing services and supports that address their immediate physical and mental wellness and that result in meaningful paths to safe and stable housing, and document effective policies, procedures, and practices for the purpose of publishing scalable, replicable best practices.</p>	Cal ICH	Caltrans	Implementation began FY 21-22 and ongoing	<p>Process Measure: Timely implementation of rounds of funding and initiation of evaluation activities.</p> <p>Output Measure: Documentation of funding provided to Encampment Resolution Funding Program grantees and of activities supported.</p>
<p>2. Create recommendations and guidelines to support the provision of Water, Sanitation, and Hygiene (WaSH) services for unsheltered Californians.</p>	CDPH	Cal ICH, CalHHS, Caltrans	Recommendations released by end of Q4 of FY 23-24	<p>Process Measure: Document the compilation of evidence-based recommendations and guidelines.</p> <p>Process Measure: Recommendations and guidelines on encampment sanitation and</p>

				safety released.
3. Continue to provide and update guidance and resources to connect providers serving people experiencing unsheltered homelessness with free overdose reversal training and supplies, as well as information to share with participants on where to access safer drug use supplies and, for those who wish to reduce or stop their use, referrals to a variety of treatment options statewide, including Contingency Management (CM) and Medication for Opioid Use Disorder (MOUD).	CDPH	Cal ICH, DHCS, Behavioral Health Services, HCD, CDSS	Ongoing	<p>Outcome Measure: Number of requests for naloxone by homelessness service providers through DHCS Naloxone Distribution program will increase following technical assistance activities around overdose reversal and prevention.</p> <p>Output Measure: Guidance and resources regarding harm reduction measures included in future Cal ICH guidance.</p>
4. Enhance internal understanding and capacity of staff, including implementing a Statewide encampment training academy, to implement Caltrans' Encampment Coordinators Reference Guide and Maintenance Policy Directive 1001R and to strengthen partnerships and community engagement within responses to the health and safety risks created by, and the housing and services needs of, people staying in encampments on Caltrans-owned land.	Caltrans	Cal ICH	On-going	<p>Process Measure: Documentation of informational materials created and internal training and education provided to Caltrans employees.</p>

<p>5. Deploy Encampment Coordinators throughout each of Caltrans' 12 district jurisdictions to help coordinate community partnerships and to strengthen responses to people experiencing homelessness on the state Right of Way, including using and refining a toolkit with information about the grants and the application process for Encampment Resolution Funding (ERF) grants that address the state Right of Way.</p>	<p>Caltrans</p>		<p>On-going</p>	<p>Process Measure: Ensure each Caltrans district jurisdiction is consistently staffed with Encampment Coordinators.</p>
<p>6. NEW: Conduct annual statewide encampment counts and analyze data to assess effectiveness of strategies used to address encampments on Caltrans-owned property.</p>	<p>Caltrans</p>		<p>Planned approaches to be determined during FY 23-24.</p>	<p>Process Measure: Documentation of planned approaches and any data analyses performed.</p> <p>Process Measure: Documentation of annual statewide encampment count conducted.</p> <p>Outcome Measure: Assess the safety implications of presence of encampments on Caltrans-owned property.</p>
<p>7. Promote strong practices for identifying and engaging unsheltered young people into available services and supports.</p>	<p>Cal ICH and Cal HHS, via Youth and Young Adults Working Group</p>	<p>Cal ICH, CalOES, CDSS, HCD, CCC, CDE</p>	<p>Ongoing</p>	<p>Process Measure: Timely convening and reporting of Working Group with focus on this Activity.</p>

<p>8. Work with community partners to document and assess the unique risks and vulnerabilities of unsheltered young adults and provide guidance to improve outcomes for youth experiencing homelessness including understanding implications for assessments and coordinated entry systems.</p>	<p>Cal ICH and Cal HHS, via Youth and Young Adults Working Group</p>	<p>Cal ICH, CalOES, CDSS, HCD, CCC, CDE, CDCR</p>	<p>Youth and Young Adults Working Group to be formed by 3rd Quarter of FY 23-24</p>	<p>Process Measure: Timely convening and reporting of Working Group with focus on this Activity.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>9. Promote and encourage applications from California communities to federal funding opportunities and provide guidance regarding state funding that can be leveraged in support of efforts to respond to needs of people who are unsheltered.</p>	<p>Cal ICH</p>	<p>BCSH, CalHHS</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of promotion efforts and guidance provided.</p> <p>Output Measure: Number of California COCs submitting applications and being awarded funding HUD's Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness.</p>

ACTION AREA 2

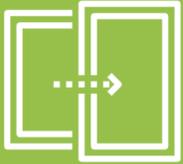
EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS

OBJECTIVE 8: Provide equitable access to essential State-supported programs and services, including health and behavioral health care services, for people experiencing unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and Community Supports (formerly In Lieu of Services), including incentive funding, to better address the health and behavioral health care needs of people who are unsheltered.</p>	<p>DHCS</p>		<p>Implementation of ECM began on January 1, 2022, in counties which had already been providing WPC and HHP.</p> <p>ECM will be available in all counties, and for all ECM target populations, by January 1, 2024.</p> <p>Implementation of Community Supports began on January 1, 2022, with additional implementations allowed every six (6) months (January, July).</p>	<p>Outcome Measure: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by January 1, 2024.</p> <p>Outcome Measure: ECM available for all target populations by January 1, 2024.</p> <p>Outcome Measure: Document integration of Community Supports (type, scope, provider types) and measures to track members' progression.</p> <p>Process Measure: Documentation of Technical Assistance provided to support enhanced delivery of services through webinars, regularly scheduled calls with all MCPs, ongoing monitoring, and oversight activities.</p>

<p>2. NEW: Explore avenues through the <i>All Inside</i> Federal/State partnership to expand mobile government services, reduce bureaucracy to make more people “document-ready” for permanent affordable housing and expedite housing connections for people experiencing homelessness.</p>	<p>BCSH, CalIHHS, CalOES</p>	<p>DMV, CalVet</p>	<p>Ongoing through FY 23-24 and 24-25</p>	<p>Process Measure: Documentation of government benefits and services that present barriers in access for people experiencing homelessness, and documentation of steps taken to reduce or remove those access barriers.</p>
<p>3. Uplift lessons learned from the State’s Mobile Homeless Connect pilot efforts that provided field-based services to connect people experiencing homelessness to government benefits and documentation services in order to expedite placement into permanent affordable housing.</p>	<p>BCSH</p>		<p>Ongoing</p>	<p>Process Measure: Timely documentation of lessons learned from Mobile Homeless Connect.</p> <p>Output Measure: Number of people receiving assistance through State Mobile Homeless Connect efforts.</p>
<p>4. Continued enrollment of individuals experiencing homelessness in the CalFresh Program and increase access to food including hot and prepared meals through the CalFresh Restaurant Meals Program (RMP).</p>	<p>CDSS</p>		<p>Ongoing</p>	<p>Output Measure: Number of individuals experiencing homelessness utilizing the CalFresh program.</p> <p>Output Measure: Per fiscal year, pending available data, an estimated total lump sum of RMP redemption CalFresh dollars spent accompanied with estimate of RMP redemption CalFresh dollars spent by individuals experiencing homelessness.</p>

<p>5. Continue operation and enrollment of Community Services and Supports program housing services through county-level plans through Mental Health Services Act resources.</p>	<p>DHCS</p>	<p>CalVet</p>	<p>Ongoing through FY 24-25.</p>	<p>Process Measure: Continue to review and analyze County Full Service Partnership (FSP) data to determine the number of individuals, including veterans, enrolled in an FSP, that are housed.</p> <p>Output Measure: Number of individuals enrolled in an FSP that are housed.</p>
<p>6. Partner with academic institutions on assessment of impacts of youth set-aside within HHAP program, including impacts of addressing the services needs of unsheltered youth and young adults.</p>	<p>Cal ICH</p>		<p>To be initiated during FY 23-24</p>	<p>Process Measure: Timely implementation of assessment.</p> <p>Outcome Measures: Document findings from assessment activities.</p>



Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing

Activities focused on expanding the supply of safe, housing placement focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

► Objective 9

Partner with communities to implement innovative approaches and expand the supply of safe, accessible, housing-placement focused, and trauma-informed sheltering and interim housing models for Californians experiencing homelessness.

► Objective 10

Align and integrate State resources, including health and behavioral health care resources, within temporary shelter and interim housing options, to reduce harm and to better address the health and services needs among Californians experiencing homelessness.

ACTION AREA 3

EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, accessible, housing-placement focused, and trauma-informed sheltering and interim housing models for Californians experiencing homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Rapidly mobilize Homekey resources to support acquisition of sites by local partners, including sites planned for use as interim housing on a temporary or ongoing basis.</p>	HCD	Cal ICH	<p>Acquisitions using California Comeback Plan funding completed by Q1 of FY 23-24</p> <p>Other timeframes TBD by Department</p>	<p>Outcome Measure: Expand capacity of local communities to end homelessness through the creation of 3,500 additional interim housing beds.</p>
<p>2. Continue the implementation of the Behavioral Health Bridge Housing Program to address the immediate housing and treatment needs of people experiencing unsheltered homelessness with serious behavioral health conditions by providing time-limited operational supports in various bridge housing settings, including</p>	DHCS	CDSS	<p>Stakeholder, county, and tribal entity engagement activities continue to be ongoing</p>	<p>Process Measure: Continue to award BHBH grant funding to eligible entities for the implementation of bridge housing settings.</p> <p>Outcome Measure: Number of individuals receiving housing through BHBH.</p>

<p>tiny homes and existing assisted living settings.</p>				
<p>3. Create standards for cleanliness and care protocols at congregate and non-congregate sites providing shelter and interim housing opportunities for people experiencing homelessness.</p>	<p>CDPH</p>	<p>Cal ICH, HCD, CDSS</p>	<p>Standards for Cleanliness and Care Protocols to be released by end of Q4 of FY 24-25</p>	<p>Process Measure: Document the compilation of evidence-based recommendations and guidelines.</p> <p>Process Measure: Guidance on Cleanliness and Care Protocols for shelter and interim housing programs released.</p>
<p>4. Partner with counties and local housing providers to expand the availability residential treatment and interim housing by approximately 5,000 beds statewide to support ongoing sustainable diversion and community-based restoration programs for individuals with serious mental illness who have been found incompetent to stand trial (IST).</p>	<p>DSH</p>		<p>Initiate expansion in FY 22-23 and implement over 4-year period</p>	<p>Output Measures: Number of counties and local providers participating; number of dedicated beds.</p>
<p>5. Implement a wide array of State and Federal funding that support the provision of safe, effective housing-placement focused sheltering and interim housing models for people experiencing homelessness, with identification of clear goals and targets for the number of shelter</p>	<p>HCD, Cal ICH, CDSS, CalOES, depending on funding source</p>	<p>Caltrans</p>	<p>Ongoing</p> <p>Timing determined for each funding program</p> <p>State Funding and Programs Working Group to determine timing for</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets.</p> <p>Process Measures: Identify targets and goals for various target populations including but not limited to youth, older adults, individuals with disabilities etc.</p>

<p>or interim housing opportunities to be supported through each program.</p>			<p>development of targets</p>	<p>Outcome Measures: In future, measure performance against targets.</p>
<p>6. Provide technical assistance to ensure the effective rehousing of people staying in Project Roomkey non-congregate sheltering sites and the effective winding down of operations of some Project Roomkey sites, therefore returning or transitioning sites to other uses while avoiding exiting people into unsheltered homelessness.</p>	<p>CDSS</p>	<p>Cal ICH, DHCS, DPH</p>	<p>Through end of FY 23-24 or sunset of PRK</p>	<p>Process Measure: Documentation of technical assistance efforts related to rehousing out of Project Roomkey.</p> <p>Outcome Measure: Number and percent of participants exiting to permanent housing destinations.</p>
<p>7. Provide and promote guidance, technical assistance, and enforcement of state laws regarding land use, zoning, and other requirements for emergency shelters, low-barrier navigation centers, and permanent supportive housing programs.</p>	<p>HCD</p>	<p>Cal ICH</p>	<p>Ongoing throughout FY23-24</p>	<p>Process Measure: Documentation of guidance, technical assistance, and enforcement activities.</p> <p>Process Measure: Send accountability letters related to addressing homelessness, particularly permanent supportive housing and low barrier navigation centers.</p> <p>Outcome Measure: Approximately 68% of jurisdictions have commitments in their housing elements to amend zoning for emergency shelter parking requirements, low barrier navigation centers, and by right permanent supportive housing.</p>
<p>8. Implement the DSH Diversion program in collaboration with local partners and informed by individuals with lived</p>	<p>DSH</p>	<p>CDCR via CCJBH</p>	<p>DSH Diversion Pilot through FY 25-26 with transition to ongoing</p>	<p>Output Measure: Number of counties participating; number of participant slots supported.</p>

<p>experience to expand the number of residential treatment options to support jail diversion for individuals who have been deemed Incompetent to Stand Trial (IST) or likely to be found IST. Provide interim housing or facility placement with wrap around treatment and supports for up to two years, including planning for long term housing and treatment needs post-diversion participation to interrupt the cycle of criminalization of individuals with serious mental illness.</p>			<p>permanent programs</p>	<p>Output Measure: Number of counties transitioning into ongoing permanent diversion programs.</p>
<p>9. Implement the Community Based Restoration (CBR) program in collaboration with local partners to expand the number of residential treatment options to support community placement for individuals who have been deemed Incompetent to Stand Trial (IST) on felony charges. Provide interim housing or facility placement with wrap around treatment and supports for up to two years, including planning for long term housing and treatment needs post-CBR participation.</p>	<p>DSH</p>		<p>Ongoing</p>	<p>Output Measures: Number of counties participating; number of dedicated beds; and number of participants on an annual basis.</p>

<p>10. Proactively promote and educate local jurisdictions and community partners regarding opportunities available through the inventory of appropriate state-owned land for property leases for the provision of emergency sheltering or interim housing opportunities.</p>	<p>Caltrans</p>	<p>Cal ICH</p>	<p>Sustain list of appropriate state-owned lands on an ongoing basis</p> <p>Promote and educate community partners on an on-going basis</p>	<p>Process Measure: Document Caltrans' work to promote and educate community partners regarding opportunities.</p> <p>Output Measure: Number of property leases executed to be tracked and reported.</p>
<p>11. Implement the Returning Home Well initiative to expand interim housing options for people transitioning from corrections settings up to one year of release.</p>	<p>CDCR</p>		<p>Existing RHW funding available from FY 22-23 through 24-25</p>	<p>Outcome Measure: Increased community capacity to provide treatment and interim housing options to target population.</p> <p>Output Measures: Demographics and other information regarding population served; duration between release and housing placement; duration of housing placement. Additional measures, as identified.</p>
<p>12. Provide technical assistance and guidance to State and local partners that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within sheltering and interim housing programs.</p>	<p>Cal ICH</p>	<p>All Cal ICH Member Departments</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of guidance materials, training activities, and initiation of TA in timely manner.</p> <p>Output Measure: Number of communities and State partners receiving formal TA.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each formal TA engagement.</p>

ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
13. Provide training and technical assistance opportunities to local partners to address the housing needs of people in pre-trial mental health diversion or CBR programs.	DSH	CDCR via CCJBH	Ongoing	Process Measure: Documentation of training and technical assistance provided.
14. Provide guidance and coordination for VA Grant and Per Diem grantees to enable synergy among veteran transitional housing and permanent supportive or affordable housing.	CalVet		Ongoing; collected 2022 GPD award list, survey to be sent to awardees in late 2023, analysis of survey results by early 2024	Process Measure: Mapping statewide network of intervention options for veterans experiencing homelessness. Output Measure: One-page information sheets for Continuums of Care identifying GPD resources in coverage area.
15. Explore potential opportunities for CDCR and their contracted providers to directly refer individuals releasing from State Prison who are at risk of homelessness and who are on parole and become homeless to existing, applicable programs to address housing needs. Specific emphasis will be made to explore connections to housing resources for the American Indian / Alaska Native population.	CDCR	CDSS, DHCS, other entities as identified	Ongoing	Outcome Measure: TBD (based on available and applicable housing programs.)

ACTION AREA 3

EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING

OBJECTIVE 10: Align and integrate State resources, including health and behavioral health care resources, within temporary shelter and interim housing options, to reduce harm and to better address the health and services needs among Californians experiencing homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Strengthen connections between DOR employment services programming and emergency shelter and interim housing programs to help support people experiencing homelessness to secure employment and increase incomes as they transition to permanent housing opportunities.</p>	DOR	Cal ICH	On-going	<p>Process Measure: Stakeholder meetings to strengthen connections with emergency shelter and interim housing programs.</p>
<p>2. Continue to provide and update guidance and resources to connect staff of interim shelters, transitional housing programs and permanent supportive housing with free overdose reversal training and supplies, information to share with residents on where to access safer drug use supplies and, for those who wish</p>	CDPH	Cal ICH, HCD, CDSS, DHCS	Ongoing	<p>Outcome Measure: Number of requests for naloxone by homelessness service providers through DHCS Naloxone Distribution program will increase following technical assistance activities around overdose reversal and prevention.</p> <p>Output Measure: Guidance and resources regarding harm reduction measures included</p>

<p>to reduce or stop their substance use, referrals to a variety of treatment options statewide, including Contingency Management (CM) and Medication for Opioid Use Disorder (MOUD).</p>				<p>in future Cal ICH guidance.</p>
<p>3. Strengthen connections between Independent Living Centers, Traumatic Brain Injury, Older Individuals Who Are Blind, and Assistive Technology programs and services and emergency shelter and interim housing programs to help support people experiencing homelessness to secure disability support to increase independent living skills as they transition to permanent housing opportunities.</p>	<p>DOR</p>	<p>Cal ICH</p>	<p>On-going</p>	<p>Process Measure: Stakeholder meetings to strengthen these connections with emergency shelter and interim housing programs.</p>
<p>4. Develop and advance CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and Community Support care coordination and housing services, including incentive funding, to better address the health care needs of people who are staying in shelter and interim housing sites.</p>	<p>DHCS</p>		<p>Implementation of ECM begins on January 1, 2022, in counties currently providing WPC and HHP</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2024</p> <p>Implementation of</p>	<p>Process Measure: ECM available for all target populations January 1, 2024.</p> <p>Outcome Measures: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2024. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.</p> <p>Process Measure: Documentation of ongoing Technical Assistance with the following objectives:</p>

			<p>Community Supports begins on January 1, 2022, with additional implementations allowed every six (6) months (January, July)</p>	<p>Supporting enhanced delivery of services through monthly webinars, regularly scheduled calls with all MCPs, and ongoing monitoring and oversight activities.</p> <p>Engaging stakeholders and market participants to reflect on program success and market penetration, incorporating best practices and lessons learned into future policy revisions focused on standardizing services as appropriate to better assist people access and stabilize their housing.</p> <p>Stratification of service provision by demographics, including race/ethnicity and geography.</p> <p>Developing measure sets for MCP performance which include evaluating the ECM enrollment of members who are Black/African American and other racial and ethnic groups who are disproportionately experiencing homelessness.</p>
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Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short and long term rental assistance, and other rehousing activities.

► Objective 11

Strengthen understanding and implementation of Housing First approaches and other best practices in order to equitably and urgently rehouse people from temporary settings and from unsheltered homelessness.

► Objective 12

Support the development and operation of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, that are accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

► Objective 13

Improve access to flexible short-term and longer-term forms of rental assistance and other subsidies to support racially equitable and successful exits from homelessness.

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 11: Strengthen understanding and implementation of Housing First approaches and other best practices in order to equitably and urgently rehouse people from temporary settings and from unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Regularly deploy the Housing First Assessment for State agencies to confirm ongoing alignment with Housing First requirements of relevant State programs, and provide guidance, training, and support to State departments who need to modify programs and policies to achieve alignment.</p>	Cal ICH	All Cal ICH Member Departments	Ongoing	<p>Process Measure: Documentation of Housing First assessment and supporting documents provided to Cal ICH member agencies and departments.</p> <p>Outcome Measure: Document State departments/programs improving alignment with Housing First expectations.</p>
<p>2. Provide technical assistance, guidance, and training opportunities to State and local partners to strengthen the implementation of Housing First and other best practices and the achievement of rehousing outcomes in the implementation of State and Federal resources.</p>	Cal ICH	CDSS, HCD	Ongoing	<p>Process Measure: Documentation of guidance materials, training activities.</p> <p>Output Measure: Number of communities and State partners receiving formal technical assistance.</p> <p>Outcome Measures: Specific outcome measures will be developed and tracked for each formal TA engagement.</p>

<p>3. NEW: Increase expertise, understanding, and knowledge of state-level workforce on Housing First approaches and best practices, racial equity and inclusion, cultural humility, best practices for engaging people with lived experience in program design and improvements and other related trainings that will enhance state-level staff awareness of populations served including those most disparately impacted by housing instability and homelessness.</p>	<p>Cal ICH</p>	<p>BCSH, CalHHS</p>	<p>Ongoing, beginning FY 23-24</p>	<p>Outcome Measure: Coordinated assessment of current resources and trainings for state staff on best practices and continued gaps in ongoing learning/expertise development in areas under this activity.</p> <p>Process Measure: Documentation of training efforts related to Housing First approaches and best practices, racial equity and inclusion, cultural humility, best practices for engaging people with lived experience in program design and program/policy improvements.</p> <p>Outcome Measure: Library of consistent, accessible, and evolving resources and trainings for state staff expertise in aforementioned areas in order to have consistent and accurate application of concepts in state-level policies and programs.</p>
<p>4. Develop and advance CalAIM proposals seeking to expand CalAIM's ability to support housing-related services through the Enhanced Care Management (ECM) program and Community Supports (formerly In Lieu of Services) care management and housing services, including incentive funding, to assist people to access and stabilize in housing.</p>	<p>DHCS</p>		<p>Implementation of ECM began on January 1, 2022, in counties which had already been providing WPC and HHP.</p> <p>ECM will be available in all counties, and for all ECM target populations, by</p>	<p>Process Measure: ECM available for all target populations January 1, 2024.</p> <p>Outcome Measures: MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2024. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.</p> <p>Process Measure: Documentation of ongoing Technical Assistance with the following objectives:</p>

			<p>January 1, 2024.</p> <p>Implementation of Community Supports began on January 1, 2022, with additional implementations allowed every six (6) months (January, July)</p>	<p>Supporting enhanced delivery of services through monthly webinars, regularly scheduled calls with all MCPs, and ongoing monitoring and oversight activities.</p> <p>Engaging stakeholders and market participants to reflect on program success and market penetration, incorporating best practices and lessons learned into future policy revisions focused on standardizing services as appropriate to better assist people access and stabilize their housing.</p> <p>Stratification of service provision by demographics, including race/ethnicity and geography.</p> <p>Developing measure sets for MCP performance which include evaluating the ECM enrollment of members who are Black/African American and other racial and ethnic groups who are disproportionately experiencing homelessness.</p>
<p>5. Implement and evaluate Challenge Grant models of funding to support innovative approaches to serving subpopulations, with a focus on strengthening rehousing outcomes, including for Tribal communities, for responding to the needs of people staying in encampments, and for families with children, and document innovative and effective activities supported.</p>	<p>Cal ICH</p>		<p>Ongoing</p>	<p>Process Measure: Timely implementation of challenge grant funding programs.</p> <p>Outcome Measure: Document findings from evaluation activities.</p>

<p>6. Provide guidance and Technical Assistance to Counties and tribal grantees implementing and scaling up an array of CDSS-funded programs, including planning, design, strategy and implementation, as well as peer-to-peer support and training, to ensure focus on rehousing activities within the implementation of programs.</p>	CDSS	Cal ICH, HCD, DHCS	Ongoing	<p>Process Measure: Documentation of guidance and technical assistance efforts focused on scaling programs and rehousing best practices.</p> <p>Process Measure: Document implementation status of county and tribal grantee programs; Document number of grantees maximizing direct financial assistance.</p>
<p>7. Monitor CDCR contractor's adherence to contractual requirements related to Housing First in order to provide participants with meaningful choice and seek to minimize exits to homelessness.</p>	CDCR	Cal ICH	Ongoing	<p>Process Measure: Documentation of CDCR's contractual monitoring results for Housing First requirements.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>8. Provide training, technical assistance opportunities to support local partners' planning for transitioning diversion or Community Based Restoration (CBR) clients to longer term/permanent housing and treatment.</p>	DSH	CDCR via CCJBH, Cal ICH	Ongoing	<p>Process Measure: Documentation of training and technical assistance provided.</p>
<p>9. Enhance technical assistance for jurisdictions on fair housing choice, including expanding educational efforts regarding non-discrimination based on</p>	HCD	Cal ICH, CalHFA, CTCAC, and other departments, and in consultation	Interagency technical guide produced by Q3 of FY 23-24	<p>Process Measure: Implementation of collaborative processes with other State departments and development of recommendations.</p>

source of income (SB 329), disability, criminal history, or other factors addressed by fair housing requirements.		with DFEH		
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ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 12: Support the development and operation of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, that are accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement Homekey program to support rapid financing and development of permanent housing units.</p>	HCD	Cal ICH, CDSS	<p>Acquisitions using California Comeback Plan funding completed by Q1 of FY 23-24</p> <p>Other timeframes TBD by Department</p>	<p>Outcome Measure: Expand capacity of local communities to end homelessness through the creation of 6,500 additional permanent supportive housing beds.</p>
<p>2. Implement Community Care Expansion program to expand and preserve residential care settings for seniors and adults with disabilities including permanent supportive housing and licensed adult and senior care beds.</p>	CDSS	DHCS, HCD	Ongoing	<p>Process Measure: Documentation of guidance and technical assistance materials and training activities provided to CCE grantees.</p> <p>Output Measures: Number of applications received and funded; number of requests for technical assistance or consultation on development of projects.</p> <p>Outcome Measures: Number of new beds/units created; number of beds preserved.</p>

<p>3. Implement a wide array of other State and Federal funding programs that support expansion of affordable and supportive housing opportunities, with identification of clear unit production goals and targets for the implementation of each program.</p>	<p>HCD, CTCAC, Cal ICH, CDSS, CalOES, depending on funding source</p>	<p>Caltrans, CalVet</p>	<p>Ongoing Timing determined for each funding program State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets. Process Measure: Identify targets and goals for various target populations including but not limited to youth, older adults, individuals with disabilities etc. Outcome Measures: In future, measure performance against targets.</p>
<p>4. NEW: Implement advocacy and partnerships to inform the federal administration’s efforts to decrease unsheltered homelessness and expand housing supply, including through the All INside initiative and the White House Housing Supply Action Plan. Use these efforts to pursue modifications to current federal programs, to reduce barriers to documentation and expedite access to housing, improve the process to use federal public lands for affordable housing development, provide better financial products for expedited housing development, and support jurisdictions to make changes to zoning and other processes to expedite development in</p>	<p>BCSH</p>	<p>HCD, CalHFA, CalSTA</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of federal policies and program modifications that are directly aligned with State’s advocacy efforts and priorities.</p>

<p>order to create opportunities for people to exit homelessness to stable housing.</p>				
<p>5. NEW: Implement an advocacy plan for the Joint State Legislative Resolution of the federal Affordable Housing Tax Credit Improvement Act of 2023, highlight the impact of federal housing programs and urging Congress to lower the 50% test to 25%.</p>	<p>CalHFA, CDLAC, TCAC</p>	<p>HCD, BCSH</p>	<p>Ongoing</p>	<p>Outcome Measure: Decrease of the 50% test for federal housing programs.</p> <p>Process Measure: Engage and gather support from State and Federal Legislators to pass the resolution to increase the production of multifamily units by leveraging available bond financing to increase the housing supply of the state.</p>
<p>6. NEW: Continue exploration with partners regarding how to use Caltrans' property for temporary housing and longer-term, affordable housing.</p>	<p>Caltrans</p>	<p>Cal ICH, HCD, DGS, BCSH, CalSTA, CTC</p>	<p>2023-25</p>	<p>Process Measure: Caltrans continue to work internally and with partners to explore housing and homelessness solutions with Caltrans property.</p>
<p>7. NEW: Implement the National Housing Trust Fund (NHTF) program for rental housing serving households at or below 30% of area median income, providing funding to projects that serve people experiencing homelessness to the greatest extent feasible and incentivizing PSH projects by allocating additional points to applications that include PSH for those experiencing homelessness.</p>	<p>HCD</p>		<p>Combined FY 22+23 NHTF NOFA will be released September 30, 2023</p> <p>Implementation of funding awards FY 2024 and ongoing</p> <p>Program data collection and analysis ongoing through FY 24 – 29</p>	<p>Process Measure: Report summarizing program data submitted to legislature by January 2025.</p> <p>Output Measure: Number of people who are homeless and are served by the program.</p> <p>Outcome Measure: Increased access to stable affordable housing and supportive services and reduced risks of homelessness.</p>
<p>8. Design and implement the Veterans Support to Self-Reliance Pilot to support</p>	<p>CalVet</p>		<p>\$20 million in grant funding awarded in</p>	<p>Process Measure: Timely design and implementation of Pilot activities.</p>

<p>and pilot approaches to providing higher levels of on-site supportive services for veterans aged 55 and over who reside in permanent supportive housing, to demonstrate impact of enhanced supportive services on ability of aging veterans to age in place and improve quality of life outcomes.</p>			<p>January 2023, Services to begin in June 2023</p>	<p>Process Measure: Timely reporting of grantee data to CalVet quarterly. Funds encumbered or expended by June 30, 2024. Report to legislature by Feb. 1, 2025 to include: Grants project descriptions Research findings. Recommendations to improve quality of life for veterans.</p>
<p>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</p>				
<p>9. Update inventory of State-Owned Excess Sites and publish map.</p>	<p>HCD</p>	<p>In coordination with DGS</p>	<p>Implemented in FY 23-24</p>	<p>Output Measure: Publish new map on DGS website of suitable affordable housing development sites.</p>
<p>10. Identify, implement and assess efforts to better align policies, practices and funding across State housing agencies and programs, while retaining significant focus on extremely low-income households and housing for people exiting and at risk of homelessness.</p>	<p>BCSH</p>	<p>CalHFA, HCD, CTCAC, and CDLAC</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of key policy and practice improvements and changes.</p>
<p>11. Provide technical assistance to affordable housing developers and local agencies to support affordable housing development on locally owned surplus land.</p>	<p>HCD</p>	<p>In coordination with CalHFA, CTCAC, CDLAC</p>	<p>Implemented in FY 22-23 and ongoing</p>	<p>Process Measure: Initiate coordination with CalHFA, CTCAC, and CDLAC to analyze and improve data collection and discuss streamlined approach to TA for developer financing; provide TA to location jurisdictions to identify affordable housing development opportunities on local surplus land and create development pipelines.</p>

				<p>Output Measure: During FY 23-24 provide TA to any local agency.</p> <p>Outcome Measure: By FY 23-24, 5 affordable housing development projects that received HCD TA execute agreements to develop on local surplus lands.</p>
12. NEW: Enhance supportive housing services and management plan evaluations to ensure services and supports follow best practices and Housing First core principles.	HCD		Ongoing throughout FY 23-24	<p>Process measure: HCD staff will increase capacity to evaluate supportive service and property management plans submitted with funding applications for compliance with supportive housing best practices and Housing First core components.</p> <p>Output measure: HCD will review supportive service plans for awarded supportive housing projects from programs including Homekey, No Place Like Home, and Multifamily Housing Program.</p> <p>Process measure: HCD, in collaboration with the Corporation for Supportive Housing, will develop a supportive services guidebook for providers.</p>
13. NEW: Provide technical assistance and program guidance informed by people with lived experience of homelessness to enhance program planning and increase housing stability and permanent housing outcomes.	HCD		Ongoing through Q2 of FY 23-24	<p>Process Measure: HCD, in collaboration with the Corporation for Supportive Housing, provides technical assistance on quality supportive housing.</p> <p>Output Measure: Training and coaching provided to supportive housing providers that have increased their portfolio of supportive housing units. Development of a supportive</p>

				services guidebook for use by providers. Outcome Measure: Providers receive guidance on evidence-based best practices for supportive housing.
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ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 13: Improve access to flexible short-term and longer-term forms of rental assistance and other subsidies to support racially equitable and successful exits from homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a wide array of State and Federal funding programs that support provision of various forms of rental assistance, with identification of clear goals and targets for the number of households to receive rental assistance through each program.</p>	<p>HCD, CalHFA, Cal ICH, CalOES, CDSS, depending on funding source</p>		<p>Ongoing Timing determined for each funding program State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group determines timing for development of targets. Process Measure: Identify targets and goals for various target populations including but not limited to youth, older adults, individuals with disabilities etc. Outcome Measures: In future, measure performance against targets.</p>
<p>2. Implement transition and diversion funds, including rental assistance resources, for people with disabilities who are discharged from an institutional setting and at-risk of homelessness and for individuals who are homeless and at-risk of institutionalization.</p>	<p>DOR</p>	<p>SILC, CDA, DHCS</p>	<p>On-going</p>	<p>Output Measure: Document the number of people receiving such assistance and outcomes achieved.</p>

ACTION AREA 4

EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

OBJECTIVE 13: Improve access to flexible short-term and longer-term forms of rental assistance and other subsidies to support racially equitable and successful exits from homelessness.

<p>3. NEW: Implement HUD Section 811 Project Rental Assistance Program in anticipation of the release of the Notice of Funding Availability (NOFA) for Round IV to expand the supply of supportive housing that promotes community integration for low-income people with disabilities by leveraging mainstream affordable housing, and community based supportive service resources.</p>	<p>CalHFA, HCD, DDS, TCAC</p>		<p>3rd Quarter of 2023 (FY23-24 and FY 24-25)</p>	<p>Process Measures: Documentation of creation of program(s) to address the needs of vulnerable population, with additional consideration of the social needs in relation to housing.</p>
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ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION

<p>4. Prioritize increased access to rental assistance resources within State's federal advocacy.</p>	<p>BCSH</p>	<p>CalHFA, HCD, CDSS</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of new federal rental assistance resources and expanded program access that are directly aligned with State's advocacy efforts and priorities.</p>
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Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness

Activities focused on reducing entries into homelessness as people exit and/or receive services through State funded programs and systems as well as enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.

► Objective 14

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, and including a focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

► Objective 15

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS



Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
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HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION

<p>1. Implement CalAIM proposals seeking to address needs of people exiting corrections settings through expedited enrollment in Medi-Cal.</p>	<p>DHCS</p>	<p>CDCR</p>	<p>Implemented January 1, 2023 Ongoing monitoring</p>	<p>Process Measure: Publication of All County Welfare Directors Letter which provides guidance to the Counties on policies and procedures for implementing the Mandated County Inmate Pre-Release Application Process.</p> <p>Process Measure: Publication of Information Notice to provide guidance to Counties on facilitated referral and linkage from incarceration; publication of All Plan Letter to provide guidance to Managed Care Plans on facilitated referral and linkage to behavioral health.</p> <p>Outcome Measure: Increase the Medi-Cal enrollment of individuals exiting the County Jail setting.</p>
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<p>2. Implement CalAIM to provide care coordination and housing services to people exiting corrections settings through Enhanced Care Management (ECM) and Community Supports.</p>	<p>DHCS</p>	<p>CDCR, in coordination with CCHCS</p>	<p>Implementation of Community Supports began on January 1, 2022, with additional implementations allowed every six (6) months (January, July)</p>	<p>Process Measure: Integration of target population by all Managed Care Organizations (MCOs) into Population Health Management Plans by January 1, 2024.</p> <p>Output Measure: ECM enrollment of Medi-Cal members that meet Target Population criteria for Individuals Transitioning from Incarceration to receive ECM services.</p> <p>Outcome Measure: Measure metrics of Community Supports utilization for housing services across counties for Members also enrolled in ECM target population for Individuals Transitioning from Incarceration. Reporting timelines are quarterly. MCPs submit a supplemental Quarterly Implementation Monitoring Report four (4) times per year with utilization data, provider information, and other supplemental information related to the provision of ECM and Community Supports.</p>
<p>3. Implement CalAIM to provide medically necessary recuperative care placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized.</p>	<p>DHCS</p>	<p>CDSS</p>	<p>Community Supports Recuperative Care implementations began on January 1, 2022 and may continue on a six (6) month interim basis, with new implementations effective every January and July</p>	<p>Process Measure: Documentation of informational and guidance materials and training (supportive of Housing First principles) delivered to Managed Care Organizations (MCOs).</p> <p>Outcome Measure: Measure metrics of Community Supports utilization across counties. Updated Community Supports Elections Chart provided by DHCS and updated twice per year, in June and December, to reflect any forthcoming</p>

				changes or adjustments.
4. Implement CalAIM Providing Access and Transforming Health (PATH) Funding for Justice-Involved Initiatives, including support for implementation of: pre-release Medi-Cal enrollment and suspension processes; delivery of Medi-Cal services in the 90 days prior to release; and supporting correctional agencies, county social services departments, county behavioral health agencies, managed care plans, and to jointly design, modify, and launch new processes aimed at increasing enrollment in Medi-Cal and continuous access to care for justice-involved youths and adults.	DHCS	CDCR	Implementation from May 2022 - December 2026 PATH funding for 90-day prerelease Medi-Cal services application process is open through July 2023. Prerelease services begin implementation April 2024	Process Measure: Development of new processes to increase Medi-Cal enrollment and access to care for justice-involved youth and adults. Output Measure: Number of entities jointly participating in new process development and implementation for increased Medi-Cal enrollment and access to care for justice-involved youth and adults by filing PATH funding applications.
5. NEW: Pilot efforts to create permanent housing opportunities exclusively for individuals exiting correctional settings, in partnership with California Department of Corrections and Rehabilitation, local partners, and individuals with lived experience ensuring a wide range of services and supports are available to achieve long-term success.	HCD	CDCR	Initiated in FY 23-24 and ongoing	Process Measure: Development of targeted outcomes and documentation of consultation with the Lived Experience Advisory Board. Outcome Measures: In future, measure performance against targets.

<p>6. Track CDCR pre-release and community referrals that are facilitated by CDCR's Specialized Treatment for Optimized Programming contractors, who employ and leverage individuals with lived experience to address the housing needs of individuals identified as being at risk of homelessness before leaving prison or who become homeless after transitioning to their communities.</p>	<p>CDCR</p>		<p>FY 23-24 and on-going</p>	<p>Output Measures: Number of people identified as homeless; number of referrals to housing; number of individuals placed in housing; type of housing placements; duration of housing placements.</p>
<p>7. Analyze existing data, which could include interdepartmental data matches, to better understand the scale of risks for homelessness among people preparing to exit prison settings.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Document findings from any analyses performed and present to the Interagency Council.</p>
<p>8. NEW: Explore opportunities to establish referral pathways from CDCR to local Continuums of Care for people exiting CDCR who are identified as being at risk of homelessness upon transition to their communities and for people who are on parole who become unhoused.</p>	<p>CDCR</p>	<p>Cal ICH</p>	<p>FY 2023-24</p>	<p>Process Measure: Documentation of consultation efforts and of modifications to policies and practices being implemented in response to findings.</p>

<p>9. NEW: Explore opportunities to support CoCs in using CDCR data to initiate planning efforts to address the housing and housing services needs of the pre-release and parolee populations.</p>	CDCR	Cal ICH	FY 2023-24	<p>Process Measure: Documentation of consultation efforts and of modifications to policies and practices being implemented in response to findings.</p>
<p>10. Monitor funding awarded the Housing for Healthy California (HHC) program for individuals who are recipients of or eligible for health care provided through the Medi-Cal program, providing tenant-based rental assistance with supportive services or capitalized operating reserve to existing rental projects.</p>	HCD	DHCS	Ongoing implementation and monitoring	<p>Process Measure: Bi-annual reporting on projects provided to HCD on January 31 and July 31 of each year during monitoring period.</p> <p>Output Measure: A legislative report on program data will be published in January 2024.</p> <p>Outcome Measure: Monitoring and reporting activities increase available data on program outputs, including expenditures, timelines, and program participant demographics.</p>
<p>11. Develop a tool to incorporate a focus on housing status, housing instability, and housing needs for assessing the needs of clients that seek services from the Aging and Disability Resource Centers' (ADRCs') and Area Agencies on Aging.</p>	CDA	Cal ICH	Ongoing	<p>Process Measure: Timely development and dissemination of measurement tool.</p> <p>Process Measure: Document and report data from assessments of housing status, housing instability, and housing needs.</p>
<p>12. Implement the 180-bed Forensic Assertive Community Treatment (FACT) level of care within the DSH Conditional Release Program (CONREP) to support the transition of individuals from the state</p>	DSH		Ongoing	<p>Output Measures: Number of beds supported; number of individuals receiving services on an annual basis.</p>

<p>hospital to community treatment, including provision of housing and residential treatment opportunities.</p>				
<p>13. Implement the Early Access to Treatment Services for the Incompetent to Stand Trial (IST) population, including providing treatment and medication supports at the earliest point possible for individuals in jail who are deemed IST to facilitate stabilization and increase opportunities for diversion.</p>	<p>DSH</p>		<p>Initiated implementation in FY 22-23 with 75% of county programs activated through FY 23-24</p>	<p>Output Measures: Number of individuals receiving services within 28 days from IST commitment and number and proportion of counties that have activated a program.</p>
<p>14. Improve IST discharge planning and coordination with counties to enable counties to better plan for continuity of treatment when individuals deemed IST are released from jail.</p>	<p>DSH</p>		<p>Initiated planning with county partners in FY 22-23; and initiate implementation in FY 23-24</p>	<p>Process Measure: Documentation of new discharge coordination process, training, and/or technical assistance provided to counties.</p> <p>Output Measure: Number of people supported through enhanced discharge planning efforts.</p>
<p>15. Continue to monitor and implement Basic Needs Centers providing range of services and supports to students who may be at-risk of homelessness, as well as the expansion of programming targeting students involved with the justice system and/or the foster care system.</p>	<p>CCCCO</p>	<p>DHCS, CDSS, HCD</p>	<p>FY 23-24</p>	<p>Process Measure: Documentation of data collection regarding student accessing basic need services.</p> <p>Output Measure: Number of California community colleges establishing basic need centers.</p> <p>Output Measure: Number of basic need insecure students that receive services and supports.</p>

				<p>Output Measure: Number of current and former foster youth that receive services and supports.</p> <p>Outcome Measures: Decrease barriers to academic success.</p>
16. Implement Guaranteed Income (GI) Pilot for youth aging out of Foster Care.	CDSS		Beginning 3 rd Quarter of FY 22-23 and ongoing	<p>Process Measure: Number of grantees serving former foster youth who were awarded funds for GI Pilot program.</p> <p>Outcome Measure: Beginning in 2027, changes in housing stability for recipients of GI funds, as measured by difference in baseline and exit survey outcomes.</p>
17. Continue to offer Transition Housing Placements (THP-NMD) for 18–21-year-old Youth transitioning from the Foster Care system and continue to support THP-Plus for 18–24-year-old former Youth to assist in providing the supports necessary to obtain more permanent housing.	CDSS	HCD	Ongoing	<p>Output Measure: Number of youth receiving THP-NP and THP-Plus services and supportive services.</p>
18. Implement the Prison to Employment (P2E) Initiative to integrate workforce and reentry services in all of California’s labor regions and to promote equity and create economic opportunity for formerly incarcerated and justice-involved individuals.	CWDB	CDCR	FY 23-25	<p>Outcome Measures: Evaluation of program performance through the following five research topics:</p> <ul style="list-style-type: none"> ▪ Do participants have better labor market outcomes? ▪ Do participants have lower recidivism rates? ▪ Does P2E promote increased equity for

				<p>historically marginalized populations?</p> <ul style="list-style-type: none"> How well did P2E coordinate pre-release reentry services and post-release workforce services? Employment rates, wages, credentials and recidivism after exit.
19. Assess pilot efforts to address the housing and employment services needs of people with disabilities within state prison facilities, supporting people to access employment prior to re-entering communities or for individuals who are ex-offenders.	DOR	CDCR	On-going	<p>Process Measure: Annual reporting of data regarding number of individuals served.</p>
20. Implement the Justice Involved Veterans Initiative to ensure that incarcerated Veterans obtain their earned benefits and receive support upon their release and reentry into post-incarceration life, to reduce risks for re-incarceration and homelessness.	CalVet	CDCR	Ongoing	<p>Process Measure: Coverage of CDCR facilities through monthly visitation by CalVet staff.</p> <p>Process Measure: Documentation of monthly referrals for recently released veterans to their county veterans service office and Local Interagency Network Coordinator.</p> <p>Outcome Measure: Number of veterans that receive their earned benefits and receive support.</p>
ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
21. Continue to develop a long-term plan and strategy for improving health outcomes and the delivery of fully	DHCS, via Foster Care Model of Care Workgroup	CDSS	Implementation from 2023-2029	<p>Process Measure: Documentation of policies implemented as described in the DHCS Foster Care Strategies summary and the California Community-Based Organized Networks of</p>

<p>integrated health care services for youth in foster care.</p>				<p>Equitable Care and Treatment (BH-CONNECT) Demonstration.</p>
<p>22. Distribute funding and gather outcomes of the Housing Navigators Program and Transitional Housing Program for County Child Welfare Agencies.</p>	<p>HCD</p>	<p>CDSS</p>	<p>Allocations to be released in Q1 of FY 23-24, continuously appropriated</p>	<p>Process Measure: Timely submittal of the executed standard agreements, and completion of technical assistance webinars with Transition Age Youth (TAY) program stakeholders.</p> <p>Output Measures:</p> <p>Number of webinars, events, or trainings held for funding recipients.</p> <p>Number of grantees that received targeted technical assistance to improve the coordination of services and linkages to critical resources across the community including those within the child welfare system and the local Continuum of Care.</p> <p>Increase outreach engagements to target or serve those with the most complex needs.</p> <p>Number of youth served, including those in foster care or probation system, and services provided.</p>
<p>23. Through the Community Living Fund, support people with disabilities to successfully transition from nursing homes and other institutional settings to</p>	<p>DOR</p>		<p>Through end of 24-25</p>	<p>Output Measure: Document the number of people receiving such assistance and outcomes achieved.</p>

<p>community living opportunities and prevent people from going into institutional settings and losing stable housing.</p>				
<p>24. Enhance capacity of Aging and Disability Resource Connection (ADRC) systems to support transitions from nursing facilities back into community living options, minimizing risk that such transitions result in homelessness.</p>	CDA	DOR	On-going	<p>Process Measure: Updating ADRC designation criteria, including guidance on transition services.</p> <p>Process Measure: Document efforts to continue encouraging ADRCs to identify additional resources that would support transition services at the local level.</p>
<p>25. Implement the Breaking Barriers to Employment Initiative to supplement existing workforce and education programs by providing services to ensure the success of individuals either preparing to enter or already enrolled in workforce and education programs.</p>	CWDB	Local Workforce Development Boards	FY 23-24	<p>Process Measures: Evaluate how well the initiative recruited individuals with significant barriers to employment, including people at-risk of or experiencing homelessness, how well the initiative helped individuals transition into the broader workforce and education systems, and how well the initiative promoted sustainable partnerships between Local Workforce Development Boards and community-based organizations.</p>
<p>26. NEW: Pilot efforts to improve continuum of services for youth with disabilities to decrease justice involvement and to transition to independent living, education, and employment.</p>	DOR	Cal HHS via OYCR	Through end of 2023-2025	<p>Output Measure: Number of youth services and outcomes.</p>

<p>27. NEW: Implement the HIRE Initiative to further integrate workforce and reentry services and to promote equity and create economic opportunity for formerly incarcerated and justice-involved individuals through partnerships with Community-based organizations (CBOs) with demonstrated success in serving the reentry population.</p>	<p>CWDB</p>	<p>CDCR</p>	<p>FY 23-24</p>	<p>Outcome Measure: Enrollment targets for disadvantaged populations (homelessness is a major component), enrollment in training, provision of supportive services, credential attainment, employment placement, and wage gains.</p> <p>Outcome Measure: Pilot new wellbeing performance measures, including stabilized housing.</p>
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ACTION AREA 5

PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION				
<p>1. Implement a wide array of State and Federal funding programs and technical assistance to support provision of various forms of diversion and prevention services, with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program.</p>	<p>HCD, CTCAC, Cal ICH, CalHFA, CalOES, CDSS, depending on funding program</p>		<p>Ongoing Timing determined for each funding program State Funding and Programs Working Group to determine timing for development of targets</p>	<p>Process Measure: State Funding and Programs Working Group to determine timing for development of targets. Process Measure: Identify targets and goals for various target populations including but not limited to youth, older adults, individuals with disabilities etc. Outcome Measures: In future, measure performance against targets.</p>
<p>2. Provide guidance to support schools to develop community collaborations and stronger referral systems with public, private, faith-based partners, and CoCs that can help address housing instability and homelessness, and other service needs, among students and their families.</p>	<p>CDE</p>	<p>Cal ICH</p>	<p>Ongoing</p>	<p>Process Measure: Documentation of guidance provided.</p>

3. NEW: Funding expansion of additional \$50M to continue the National Mortgage Settlement (NMS) Counseling Services Program until May of 2025.	Cal HFA		Ongoing through May 31, 2025	<p>Output Measures: Number of counseling services provided and available counselors who can provide the services needed.</p> <p>Process Measure: Continuous monitoring of the program and outreach to disadvantaged communities.</p>
4. NEW: Implement Legal Service Program through the Area Agencies on Aging for older adults and adults with disabilities, providing services that include support for elder justice, fraud prevention, rental disputes and estate planning.	CDA		Ongoing	<p>Output Measure: Number of individuals served.</p>
5. Implement the Healthier at Home grant-based pilot program through which grantees will hire registered nurses and community health workers working across the pilot sites to provide health system navigation, post-acute care transition support, medical education, wellness coaching.	CDA		FY23-24	<p>Process Measure: Timely release of RFA, launch of pilot, and performance of evaluation.</p> <p>Output Measure: Number of older adults enrolled in the program and connected with community services and supports to avoid placement in higher levels of care and maintain housing stability.</p>
ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION				
6. Identify and implement strategies to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the	CDSS	Cal ICH, HCD, DHCS, CalVet, CDA	Ongoing	<p>Process Measure: Documentation of technical assistance provided for CCE, Home Safe, HDAP, and PRK implementation.</p> <p>Outcome Measures: Number of adult and residential care facilities receiving CCE</p>

need for in home supports and access to licensed adult and senior care facilities.				funding. Documentation of advancement toward housing goals outlined in the Master Plan on Aging.
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Exhibit A. Organizations Represented within Stakeholder Input Conversations

To date, representatives from the following organizations have had the opportunity to participate in at least one input conversation to inform the development and/or updating of this Action Plan, with regrets for any accidental omissions of organizations:

Abt Associates	CityTeam
Alameda County	Council on Criminal Justice and Behavioral Health
Alameda County Emerging Leaders and Youth	Corporation for Supportive Housing
About Action	Destination: Home
All Home	Empower Tehama
Bakersfield/Kern Lived Experience Advisory Board	Family Violence Law Center
California Behavioral Health Planning Council	Health Care for the Homeless Program
California Business, Consumer Services and Housing Agency	Homebase
California Coalition for Youth	Homeless Youth Forum of Los Angeles
California Community Colleges	Housing California
California Department of Aging	ICF International
California Department of Corrections and Rehabilitation	John Burton Advocates for Youth
California Department of Education	Kings/Tulare Homeless Alliance
California Department of Health Care Services	Larkin Street Youth Services
California Department of Housing and Community Development	Lewis Advocacy
California Department of Public Health	Los Angeles County Supervisor's Office
California Department of Rehabilitation	Los Angeles Homeless Services Authority
California Department of Social Services	Los Angeles Lived Experience Advisory Board
California Department of State Hospitals	Marjaree Mason Center
California Department of Transportation	Monterey/San Benito Counties' Youth For Action
California Department of Veterans Affairs	National Alliance to End Homelessness
California Governor's Office	National Harm Reduction Coalition
California Governor's Office of Emergency Services	Northern California CoCs that Serve Rural Areas
California Health and Human Services Agency	Peer-to-Peer Group
California Health Care Foundation	Office of House Speaker Nancy Pelosi
California Housing Finance Agency	PATH Ventures
California Partnership to End Domestic Violence	San Diego Regional Task Force on the Homeless
California State Legislature	San Diego Youth Advisory Board
California Tax Credit Allocation Committee	San Diego Homeless-Experienced Advocacy and Leadership Network
California Workforce Development Board	San Jose/Santa Clara Lived Experience Advisory Board
City of Berkeley	Sonoma County Lived Experience Advisory and Planning Board
City of Fairfield Police Department	Southern California & Neighboring CoCs Alliance
City of Los Angeles	Technical Assistance Collaborative
City of Oakland	Turning Point of Central California
City of Oxnard	U.S. Interagency Council on Homelessness
City of Riverside	UC Berkeley & UC Berkeley Youth Policy Group
City of Sacramento	Ventura County Executive Office
City of San Francisco	Wayfinders Consulting

Exhibit B. List of Acronyms and Meanings Used Within Action Plan

AB	Assembly Bill	CSU	California State University System
AMI	Area Median Income	CTCAC	California Tax Credit Allocation Committee
ADRC	Aging and Disability Resource Center	CWDB	California Workforce Development Board
BCSH	California Business, Consumer Services and Housing Agency	DFEH	California Department of Fair Employment and Housing
BIPOC	Black, Indigenous, and people of color	DGS	California Department of General Services
CalAIM	California Advancing and Innovating Medi-Cal	DHCS	California Department of Health Care Services
CalHFA	California Housing Finance Agency	DOR	California Department of Rehabilitation
CalHHS	California Health and Human Services Agency	DSH	California Department of State Hospitals
CalHR	California Department of Human Resources	ECM	Enhanced Care Management
Cal ICH	California Interagency Council on Homelessness	ESG-CV	Emergency Solutions Grants Program–Coronavirus
CalOES	California Governor's Office of Emergency Services	FY	Fiscal Year
CalSTA	California State Transportation Agency	HCD	California Department of Housing and Community Development
Caltrans	California Department of Transportation	HDIS	Homeless Data Integration System
CalVet	California Department of Veterans Affairs	HHAP	Homeless Housing, Assistance and Prevention Program
CARE Court	Community Assistance, Recovery and Empowerment Court	HHP	Health Homes Program
CBO	Community Based Organization	HSP	Housing Support Program
CBR	Community Based Restoration	HUD	U.S. Department of Housing and Urban Development
CCC	California Community Colleges	ILOS	In Lieu of Services
CCE	Community Care Expansion	IST	Incompetent to Stand Trial
CCHCS	California Correctional Health Care Services	LEAs	Local educational agencies
CDA	California Department of Aging	MCP	Medi-Cal Managed Care Plan
CDCR	California Department of Corrections and Rehabilitation	Medi-Cal	California's Medicaid healthcare program
CDE	California Department of Education	NOFA	Notice of Funding Availability
CDLAC	California Debt Limit Allocation Committee	SB	Senate Bill
CDPH	California Department of Public Health	SGC	California Strategic Growth Council
CDSS	California Department of Social Services	TA	Technical Assistance
CHEBNA	California Higher Education Basic Needs Alliance	UC	University of California System
CoC	Continuum of Care	VA	U.S. Department of Veterans Affairs



**California
Interagency Council
on Homelessness**



**California
Community
Colleges**

