

California Ten-Year Chronic Homelessness Action Plan Implementation Matrix - **DRAFT**

GOAL 1: ESTABLISH AS A STATEWIDE PRIORITY THE PREVENTION AND SIGNIFICANT REDUCTION OF CHRONIC HOMELESSNESS					
Strategy(-ies)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 1.1 Establish policies and procedures to guide and facilitate statewide efforts to prevent and significantly reduce chronic homelessness.</p> <p>Action Step 1.1.1 Identify chronic homeless and housing related outcome measures and implement measures appropriate for each agency or department function. These measures should include the housing status of clients at intake and exit; homelessness-related services provided, both directly or through referral; and entitlements applied for and received. Measures should be developed to be consistent with and to complement outcomes measures currently in place and required by federal and local governments.</p> <p>Action Step 1.1.2 Identify and aggressively pursue additional federal housing and services funding.</p> <p>Action Step 1.1.3 Identify and advocate for the removal of barriers to providing services to the at-risk and chronically homeless population to include changes in policy and regulations to allow integration and blending of funding streams to facilitate the efficient use of resources.</p> <p>Action Step 1.1.4 Develop a statewide public education campaign to provide information about effective solutions to chronic homelessness.</p>	Interagency Council on Chronic Homelessness	Governor's Office of Planning and Research	<p>1.1.1 Effective assessment and planning to meet the needs of chronically homeless.</p>		

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<p>Action Step 1.1.5</p> <p>Conduct outreach to the business community, faith-based organizations and community organizations to garner support and resource commitments.</p>					
<p>Strategy 1.2</p> <p>Collect and analyze data on chronic homelessness and client outcomes to monitor implementation of the state action plan and guide ongoing policy and program development.</p> <p>Action Step 1.2.1</p> <p>Establish a Statewide Data Clearinghouse that collects data on chronic homelessness that:</p> <ul style="list-style-type: none"> • can be used to track statewide progress in meeting the goal of preventing and substantially reducing chronic homelessness, • can identify what portion of the homeless population is comprised of families and advocate that the federal government should include this population in the federal definition of chronically homeless, • can demonstrate that prevention and other best practices are cost effective, • can be utilized as a basis for program funding decisions, • and can monitor program effectiveness and client outcomes. <p>Action Step 1.2.2</p> <p>Develop data to demonstrate that prevention and other best</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>Governor’s Office of Planning and Research</p>	<p>Determine if this Plan and the related activities are being implemented effectively</p>		

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<p>practices are cost-effective in ending chronic homelessness.</p> <p>Action Step 1.2.3</p> <p>Develop data that can be utilized as a basis for funding decisions regarding successful and cost effective programs.</p>					

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GOAL 2: INCREASE THE SUPPLY OF HOUSING AFFORDABLE FOR THOSE WHO ARE CHRONICALLY HOMELESS OR AT-RISK OF CHRONIC HOMELESSNESS					
Strategy(-ies)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 2.1</p> <p>Increase the supply of housing for those who are at-risk or chronically homeless through a combination of new development and removing barriers to accessing existing housing units.</p> <p>Action Step 2.1.1</p> <p>Develop a supportive housing program to produce at least 10,000 units utilizing \$75 million annually from the Mental Health Services Act (Proposition 63).</p> <p>Action Step 2.1.2</p> <p>Develop low-demand permanent housing options, such as Safe Havens, which offer low-threshold, low structure environments with access to services. Dedicate some units for clients referred by outreach teams.</p> <p>Action Step 2.1.3</p> <p>Target housing funds for the development of age-appropriate housing opportunities for transition age youth and those existing foster care.</p> <p>Action Step 2.1.4</p> <p>Organize a statewide education and outreach campaign to encourage state affordable housing fund recipients and all landlords to rent to people who are chronically homeless or at-risk, including those who have Section 8 vouchers. Highlight incentive programs; effectiveness of community-based rent guarantee programs and crisis intervention services in helping tenants maintain stability; background on homelessness, mental illness and</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>2.1.1</p> <p>Department of Mental Health; California Housing Finance Agency.</p> <p>2.1.3</p> <p>Dept. Housing & Community Dev.</p>	<p>2.1.1</p> <p>At least 10,000 permanent supportive housing units.</p> <p>2.1.3</p> <p>495 new housing units for homeless & foster care youth, Prop 1C set aside funds.</p>	<p>2.1.1</p> <p>Initiate MHSA supportive housing program .</p> <p>2.1.3</p> <p>Initial awards June 2007</p>	<p>2.1.1</p> <p>2007</p> <p>2.1.3</p> <p>All units occupied by 2011</p>

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<p>addiction; and fair housing laws.</p> <p>Action Step 2.1.5</p> <p>Provide state and federal funding for local security deposit and rental guarantee programs in order to both eliminate barriers to access caused by one-time move-in costs and address concerns of rental property owners by insuring them against loss from property damage or non-payment of rent.</p> <p>Action Step 2.1.6</p> <p>Work with appropriate levels of government to obtain waivers or change regulations to allow greater access to housing for chronically homeless people and those at-risk who are prevented from accessing subsidized housing due to criminal convictions. Target state rental subsidies to meet the housing needs of people who are chronically homeless who are unable to access federally supported units.</p>					
<p>Strategy 2.2</p> <p>Support and foster the creation of more housing for chronically homeless people through state policy and administrative mechanisms.</p> <p>Action Step 2.2.1</p> <p>Strengthen Housing Element law to require that local jurisdictions incorporate chronically homeless-related needs and strategies identified in local ten year plans and other homeless planning documents in their Housing Elements. Promote development of permanent affordable housing for people who are chronically homeless in state housing and homeless legislation, regulations and funding streams.</p>	Interagency Council on Chronic Homelessness	<p>2.2.1</p> <p>Dept. of Housing & Community Dev.</p>	<p>2.2.1</p> <p>Identify options for improving existing laws & administrative actions.</p>		

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<p>Action Step 2.2.2</p> <p>Inventory available publicly owned property throughout the State that would be suitable for developing housing for the chronically homeless and make it available to be developed for that housing.</p> <p>Action Step 2.2.3</p> <p>Provide support, assistance and incentives to encourage local jurisdictions to make zoning and planning process changes to facilitate and streamline the development of affordable housing for people who are chronically homeless. Provide technical assistance to local jurisdictions and developers and facilitate the development of partnerships and other collaborations in order to enhance capacity for developing housing for people who are chronically homeless or at-risk.</p> <p>Action Step 2.2.4</p> <p>Improve access to state funding by consolidating and streamlining funding applications for services, treatment, operations and capital to develop housing and conduct outreach and technical assistance to local jurisdictions about available state housing and services funding and resources.</p>		<p>2.2.2</p> <p>Dept. General Services, CalTrans, Dept. Housing & Community Dev.</p>	<p>2.2.2</p> <p>Additional housing opportunities.</p>	<p>2.2.2</p> <p>Develop online inventory surplus public sites. Evaluate need for modifications to process</p>	<p>2.2.2</p> <p>2010 - 2012</p>

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GOAL 3: PROMOTE EARLY IDENTIFICATION OF THOSE AT-RISK OF CHRONIC HOMELESSNESS AND ESTABLISH POLICIES AND PROGRAMS TO PREVENT ITS OCCURRENCE					
Strategy(-ies)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 3.1</p> <p>Establish state policy and guidelines to promote effective discharge and transition planning practices by state-operated, funded and regulated agencies and institutions in order to identify people who are chronically homeless or at-risk of chronic homelessness and intervene to address their housing and service needs.</p> <p>Action Step 3.1.1</p> <p>Establish policy that state-operated, funded and regulated institutions providing custodial and residential care develop and implement effective and appropriate discharge and transition planning practices that promote ongoing residential stability by:</p> <ul style="list-style-type: none"> • reviewing existing protocols, procedures, contractual obligations, licensing and accreditation standards, services and funding related to discharge and transition planning, • making necessary revisions in their policies, regulations, contracts and practices so as to require and enable the development of sustainable and culturally competent discharge and transition planning practices that connect clients to housing, services and income prior to release. <p>Action Step 3.1.2</p> <p>Promote and facilitate state level inter-agency and inter-departmental collaboration and coordination with discharge planning and implementation by streamlining the linkage of discharging clients to housing, income and services; creation of financial incentives (cost-sharing, savings sharing, fee for service)</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>State inter-agency teams; appropriate state and local agencies and departments.</p>	<p>Effective identification of at-risk population and delivery of appropriate services.</p> <p>Establish minimum criteria for developing and implementing protocols, procedures, contractual obligations, and licensing and certification standards related to discharge and transition planning</p>	<p>Compliance with CRIPA Enhancement Plan</p>	<p>Written policies re discharge planning currently required.</p> <p>May 2009 plus 18 months to demonstrate ongoing maintenance.</p>

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<p>to encourage collaboration around discharge planning; co-location of mainstream services at large state institutions to facilitate access to services and benefits; and sharing of data to expedite access to benefits and services.</p> <p>Action Step 3.1.3</p> <p>Develop a uniform assessment tool to be used as part of initial intake by all appropriate state-operated, -funded and -regulated programs and facilities to screen for at-risk or chronic homelessness and identify related housing, health and social service needs. The assessment should be a guide to early intervention strategies to prevent chronic homelessness from occurring, whether from loss of housing or upon discharge or program exit, and to facilitate efforts to rapidly rehouse and provide service supports to those who are already chronically homeless. The assessment should be developed to be consistent with and complementary to assessment tools currently in place.</p> <p>Action Step 3.1.4</p> <p>Advocate for Federal agencies to develop and implement successful discharge planning practices, including Department of Homeland Security’s INS programs, Department of Defense, Veterans Affairs and the Federal Bureau of Prisons.</p>					
<p>Strategy 3.2: Facilitate the development of effective discharge planning and transition services to address the housing and service needs of people who are exiting public institutions and programs.</p>	Interagency Council on Chronic Homelessness				

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<p>Action Step 3.2.1</p> <p>Support transition services for youth exiting foster care and transition-age youth exiting other state systems of care in order to facilitate housing stability and successful independent living.</p> <p>Action Step 3.2.2</p> <p>Identify frequent users of the corrections, health care, mental health and drug and alcohol treatment systems and target discharge case management and housing assistance services to this population. These transition services should begin while they are still residents of the system and continue until they achieve housing stability and are linked with community-based support services.</p>		<p>Dept. of Mental Health, Dept. of Social Services; Department of Corrections; Department of Health Services</p>	<p>Housing and employment are linked and integrated with other supportive services for foster youth</p>		
<p>Strategy 3.3</p> <p>Support efforts by local jurisdictions to provide temporary housing support and other services to prevent chronic homelessness.</p> <p>Action Step 3.3.1</p> <p>Support local efforts to establish “Housing Support Centers” to provide prevention services and rapid rehousing assistance for those at-risk or chronically homeless.</p> <p>Action Step 3.3.2</p> <p>Strengthen enforcement mechanisms for policies restricting predatory evictions and support interventions with chronically homeless people through eviction prevention services linked to landlord-tenant court. Provide education activity about tenant rights in discharge planning and transition services offered by public institutions and programs.</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>Dept. of Housing & Community Dev.; Department of Mental Health; Department of Corrections and Rehabilitation.</p>	<p>Counties and cities support temporary housing and act to prevent homelessness for at-risk people</p>	<ul style="list-style-type: none"> • Identified funding resources for Housing Support Centers (3.3.1) • Identified funding resources for prevention activities (3.3.2) • Revision of eviction prevention policies (3.3.2) 	<p>5 – 10 years</p>

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GOAL 4: ENHANCE THE AVAILABILITY, ACCESSIBILITY AND INTEGRATION OF SUPPORT SERVICES NEEDED BY THOSE WHO ARE AT-RISK OR CHRONICALLY HOMELESS					
Strategy(-ies)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 4.1</p> <p>Expand community-based service capacity to support long-term housing stability for those who are at-risk or chronically homeless.</p> <p>Action Step 4.1.1</p> <p>Facilitate the development of community-based treatment on demand and dedicated treatment capacity including a continuum of dependency interventions, sobering stations and detox facilities, peer-mentoring services, after-rehabilitation support, family counseling programs, and residential treatment facilities.</p> <p>Action Step 4.1.2</p> <p>Increase the scope and timely availability of mental health services, including assessments, counseling, medication management and peer-mentoring. Expand eligibility for services to include at-risk or chronically homeless people who have mental health problems but fall short of a seriously mentally ill diagnosis.</p> <p>Action Step 4.1.3</p> <p>Expand the availability and scope of health care treatment for people who are at-risk or chronically homeless with programs at locations such as neighborhood health centers, regional one-stop health centers and mobile service programs. Services should include primary health care, treatment of acute/chronic illnesses and communicable diseases (such as TB and HIV/AIDS), dental services, health education, case management, medications, foot clinics, vision services, pediatric services, and geriatric services.</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>Department of Mental Health; County Continuas of Care; Dept. of Alcohol and Drug Programs</p>	<p>People at-risk or who are chronically homeless will receive support on their specific challenges which will lead to housing stability.</p>	<p>Provide direction: that identifies the persons to be served in MHSA Full Service Partnership (FSP) programs and/or MHSA System Development project-based housing programs as those who are homeless or at risk of home;</p> <p>to county mental health departments that identifies the comprehensive service requirements for persons served in MHSA Full Service Partnership programs or MHSA System Development project-based housing programs to include housing services; services to</p>	<p>4.1.1 & 4.1.2</p> <p>Complete - Part of MHSA Emergency Regulations adopted 12/29/06.</p>

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<p>Action Step 4.1.4</p> <p>Improve the linking of clients to funding streams that will cover the costs of their services.</p>				co-occurring substance abuse issues, peer support services aimed at supporting long term housing stability for the persons served.	
<p>Strategy 4.2</p> <p>Enhance access to state mainstream services by people who are at-risk or chronically homeless.</p> <p>Action Step 4.2.1</p> <p>Establish a no-wrong door policy for all state operated, funded and regulated programs to ensure that clients seeking services through any one agency have seamless access to the entire system of care and receive case management to provide them with referrals and assistance in accessing services.</p> <p>Action Step 4.2.2</p> <p>Identify policy, procedural, structural, cultural and attitudinal barriers to services by people who are at-risk or chronically homeless and develop strategies to enhance access by this population.</p>	Interagency Council on Chronic Homelessness	Appropriate state and local departments and agencies.	People who are chronically homeless or at-risk will have access to all the mainstream benefits for which they are eligible	<ul style="list-style-type: none"> • Facilitate access to public programs . (4.2.1) • Establish communication and linkages between State programs serving chronically homeless people. (4.2.2) • Conduct homelessness sensitivity trainings (4.2.3) 	<p>Years 1-3</p> <p>Years 1-3</p>

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<p>Action Step 4.2.3</p> <p>Improve access to all state programs and services by training staff to assure appropriate interactions between state representatives and members of this population. Training topics can include: homeless sensitivity; services, eligibility requirements and referral protocols for other state programs; and crisis intervention techniques.</p>					Ongoing
<p>Strategy 4.3</p> <p>Facilitate and improve inter-agency and inter-departmental integration and collaboration at the state level and between the state and local levels to enhance the quality of care for people with multiple needs.</p> <p>Action Step 4.3.1</p> <p>Develop the agreements, capacity, systems, policies and integrated funding to allow for inter-agency and inter-departmental service coordination, including inter-agency case management, electronic referrals, client information-sharing, and other strategies to streamline linkage of clients to housing, income and services.</p> <p>Action Step 4.3.2</p> <p>Develop strategies for more efficient allocation of resources through integration of funding streams and administrative processes at the state level and by allowing new uses for funds in order to better respond to chronic homelessness. Identify legal and regulatory barriers preventing efficient use of funding and work with the federal Interagency Council on Homelessness and their respective federal agencies to create needed regulatory and policy change.</p>	Interagency Council on Chronic Homelessness	Interagency appointed team	People who are chronically homeless or at-risk will be able to access all the State services they need in a coordinated manner.	<ul style="list-style-type: none"> • Sustained State level discussions (4.3.2) • Sustained communication between staff level work groups and local organizations (4.3.2) 	<p>Years 1-3</p> <p>Years 1-3</p> <p>Years 1-3</p> <p>Ongoing</p>

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<p>Action Step 4.3.3</p> <p>Fund integrated service team models which increase access to services and coordination of services and housing for people who are chronically homeless or at-risk. Outstation state program staff with integrated service teams, at one-stop service centers and as part of other efforts to co-locate and coordinate service provision.</p> <p>Action Step 4.3.4</p> <p>Support the expansion of “diversion” programs to reduce the costly involvement of people who are chronically homeless with the criminal justice system for nuisance violations and ensure their access to needed support services.</p> <p>Action Step 4.3.5</p> <p>Facilitate the use of Medi-Cal for those at-risk or chronically homeless.</p> <ul style="list-style-type: none"> • Evaluate the possibility of a Medi-Cal waiver to include case management and other supportive services. • Provide technical assistance and training to help community organizations and supportive housing providers develop the capacity to provide and bill for Medi-Cal eligible services. 		<p>4.3.5</p> <p>Dept. of Health Care Services</p>	<p>4.3.5</p> <p>People who are chronically homeless or at-risk of chronic homelessness and are eligible for public programs will receive services.</p>	<ul style="list-style-type: none"> • Integrated systems of care and funding, including coordination of funding for supportive housing from Propositions 46 and 63 (4.3.3) • Dissemination of best practice models (4.3.4) • Adoption of policies to support coordination (4.3.4) • Provide training and technical assistance (4.3.5) 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

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GOAL 5: PROMOTE FINANCIAL STABILITY OF THE AT-RISK AND CHRONICALLY HOMELESS POPULATION					
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<p>Strategy 5.1 Streamline and expand access to federal and state benefits for people who are chronically homeless or at-risk of chronic homelessness.</p> <p>Action Step 5.1.1 Support local efforts to help the chronically homeless access SSI/SSDI.</p> <p>Action Step 5.1.2 Streamline the acquisition of identifying documents such as birth certificates, social security cards, driver’s licenses or California State I.D. for people who are chronically homeless or at-risk. Ensure that those discharging from or exiting state institutions have all needed documents.</p> <p>Action Step 5.1.3 Improve processing of Medi-Cal applications and determination of eligibility. Support local efforts to improve outreach programs to assist those who are at-risk or chronically homeless in completing applications and complying with recertification requirements. Identify best practices and distribute to all counties.</p> <p>Action Step 5.1.4 Develop and implement strategies to facilitate applications and reinstate federal and state benefits for people who are being released from state custodial care.</p>	<p>Interagency Council on Chronic Homelessness</p>	<p>Appropriate state and local agencies and departments.</p>	<p>People who are chronically homeless or at-risk of chronic homelessness and are eligible for income support or health services will receive such benefits</p>	<ul style="list-style-type: none"> • Set aside funds to support assisting homeless people to overcome enrollment barriers to benefit programs (5.1.1) • Develop procedures that support the ability of homeless people to collect identifying documents (5.1.2) • Develop procedures that facilitate processing Medi-Cal applications for homeless people (5.1.3) • Provide technical assistance to support homeless people trying to access services. (5.1.4) 	<p>Years 1-3</p> <p>Years 1-3</p> <p>Years 4-6</p> <p>Years 1-3</p>

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<p>Strategy 5.2: Develop targeted education and employment and training services to meet the needs of people who are chronically homeless or at-risk of chronic homelessness.</p> <p>Action Step 5.2.1 Utilize a portion of state employment and vocational training resources for chronically homeless people and those at-risk living in supportive housing. Identify funding by state and local employment services providers targeted at specialized employment and training programs, including development of customized, transitional and supportive employment, for people who are chronically homeless or at risk.</p> <p>Action Step 5.2.2 The Department of Rehabilitation, in partnership with other state Departments and homeless service providers, will work collaboratively to recommend programs and protocols that would address the needs of those at-risk who are residing in a shelter or facility and homeless, through coordination and leveraging of existing resources. Ensure employment is linked with other supportive services that provide</p> <p>Action Step 5.2.3 Develop integrated education and employment programs (including VA, WIA, EDD, etc.) and make them accessible to people who are at-risk or chronically homeless.</p>	Interagency Council on Chronic Homelessness	Labor and Workforce Development Agency; Department of Rehabilitation	People experiencing chronic homelessness will have access to adequate employment	<ul style="list-style-type: none"> • Set aside funds for employment and vocational training for chronically homeless and at-risk people • Coordinate and integrate employment or vocational programs with other services offered to chronically homeless or at-risk people 	<p>Years 4-6</p> <p>Years 1-3</p>

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<p>Action Step 5.2.4</p> <p>Target training and employment services to people who are chronically homeless or at-risk in jails and prisons so that they are able to acquire “certificates of completion” to facilitate employment when they re-enter.</p>					
<p>Strategy 5.3</p> <p>Increase the education and employment opportunities available to people who are chronically homeless or at-risk of chronic homelessness.</p> <p>Action Step 5.3.1</p> <p>Develop incentives to private business for training and hiring people who are chronically homeless or at-risk, including those who are ex-offenders.</p>	Interagency Council on Chronic Homelessness	Labor and Workforce Development Agency; California Franchise Tax Board	People experiencing chronic homelessness will have access to adequate employment	<ul style="list-style-type: none"> Public education campaign directed at private business about hiring people who are homeless Develop incentives for private business to employ people who are homeless 	<p>Years 1-3</p> <p>Years 4-6</p>
<p>Strategy 5.4</p> <p>Promote ongoing financial stability and savings opportunities for people who are chronically homeless or at-risk of chronic homelessness.</p> <p>Action Step 5.4.1</p> <p>Improve access for those at-risk or chronically homeless in securing fiscal management services (such as banking and payee services). Create standards and regulations for payee qualifications.</p> <p>Action Step 5.4.2</p> <p>Seek legislation that would reduce outstanding child support</p>	Interagency Council on Chronic Homelessness	California Franchise Tax Board, California State Department of Financial Institutions	People experiencing homelessness will have access to affordable, reliable financial services	<ul style="list-style-type: none"> Educate financial institutions and create incentives for them to provide services and support to people experiencing homelessness. 	Years 1-3

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<p>penalties and interest (not unpaid principal) for people who are chronically homeless or at-risk.</p> <p>Action Step 5.4.3</p> <p>Encourage the Franchise Tax Board to establish a program to enable employed chronically homeless individuals to re-establish themselves in the Tax system, including forgiveness of tax penalties and interest (not unpaid principal).</p>					