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COALITION OF HOMELESS SERVICE PROVIDERS

**MONTEREY AND SAN BENITO COUNTY HOMELESSNESS
RESPONSE SYSTEM:
INITIAL OBSERVATIONS & RECOMMENDATIONS**

Prepared by Focus Strategies

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EXECUTIVE SUMMARY

The Monterey and San Benito County CoC, through its lead agency, the Coalition of Homeless Services Providers (CHSP), has engaged Focus Strategies to assist in the development of an update to the Lead Me Home Plan - the community's 10 Year Game Plan for Housing Homeless People in Monterey and San Benito Counties. This Initial Observations Report is the product of the first phase of a four-phased project that will result in an updated Strategic Plan that is specific, action-oriented, and includes realistic implementation steps.

This report draws upon qualitative data to develop an understanding of the strengths and challenges in the current response to homelessness in the region. It is based on a series of key stakeholder interviews, meetings with system leadership and a review of local documents. In the original plan for this phase of work, Focus Strategies staff were to conduct several in-person visits to engage key stakeholders through focus groups and input meetings, as well as conduct site visits of homeless programs and service sites. Due to the COVID-19 crisis, this in-person work has been postponed to Phase Two. It is our hope that in-person engagement and information gathering can take place in August or September 2020 and that information will be reflected in upcoming reports.

Observations

In developing the observations in this report, Focus Strategies used the concept of a *homeless crisis response system* as a guiding framework. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a system to effectively end homelessness. To identify the strengths and gaps in the homeless system in Monterey and San Benito Counties, Focus Strategies considered how well it aligns with several key principles: (1) housing-focused programs and services; (2) coordinated, data driven planning and decision-making; and (3) person-centered and equitable approach.

Based on the information gathered to date, Focus Strategies found that the homeless system in Monterey and San Benito Counties has been gradually becoming more housing-focused, particularly through expansion of the shelter system and a focus on more service-enriched shelter beds, as well as the addition of new rapid rehousing and permanent supportive housing. Yet there remain significant gaps, including a lack of solutions-oriented mobile outreach that connects people to shelter and housing; inconsistent availability of shelter



services to support transitions to housing; and an insufficient supply of rapid rehousing and permanent supportive housing.

Coordinated decision-making is one of the strongest elements of the current system – the Leadership Council, with support from CHSP, has taken on the role of guiding the overall development of the homeless system and overseeing funding decisions. A next step in the development of the Council will be to make greater use of data to inform decision-making and the development of a targeted investment strategy to achieve measurable results. Having person-centered and equitable approaches to reducing homelessness was identified as an area in need of strengthening, particularly through greater understanding of and alignment to Housing First principles.

Next Steps and Short-Term Recommendations

Focus Strategies is already working on the next phase of the project – an analysis of system and project performance using HMIS and other data. This work will be complete by the end of September 2020. By October, we will be ready to launch the strategic planning phase of the project, with the goal of completing the Lead Me Home Plan update by March 2021.

Given that the Plan update is still nearly nine months from being completed, Focus Strategies is recommending some immediate work that the community can undertake to “jump start” the planning process in the short-term. With the significant amount of one-time COVID-19 funding coming into the community, we advise doing some short-term investment planning immediately, to ensure that funds are expended in a way that maximizes their impact. Waiting for the end of the planning process in March 2021 could lead to missed opportunities to align funding towards targeted goals. Our specific recommendations for short-term planning and implementation work are:

1. *Create a Funding Committee of the Leadership Council*

CHSP staff have begun exploring the possibility of establishing a Funding Committee of the Leadership Council to focus on improving the ability of the system to target its investments and align the various funding streams over which the Leadership Council holds responsibility. Focus Strategies recommends that this idea be implemented with urgency and that the committee be tasked with developing an overarching investment plan for the system that articulates a set of desired results rather than a set of desired activities.



2. *Pilot the Development of a Coordinated Investment Plan for a Specific Objective*

We advise that the new committee start by piloting the development of an investment plan for a specific objective or strategy, rather than trying to do a whole plan for the system. This will allow the committee to begin to solidify its goals, identify what information it needs to do this work, and develop a process for information gathering and decision-making. One option for this pilot work would be to focus on a rehousing strategy for the people who are currently in non-congregate shelter to ensure that as many as possible do not return to homelessness. Focus Strategies can support this work as part of the analytic services we are providing for the LMH plan rewrite.

3. *Launch a Provider Learning and Implementation Collaborative Focused on Operationalizing Housing First Principles*

As the homeless system continues to rapidly transform in response to COVID-19 and new funding sources increasingly focus on strategies to provide shelter for the most vulnerable and then transition them to housing, it will be critical for homeless system providers to continue building and developing their expertise, and in particular their ability to operationalize Housing First principles. We recommend convening a Peer Learning and Implementation Collaborative with representatives from outreach, shelter, transitional housing, rapid rehousing, and PSH providers to develop a baseline of how these ideas are being implemented currently, identify strengths that can be built upon, and determine what additional support is needed, such as tools, policies, and training.



I. BACKGROUND AND PURPOSE

In March 2020, the Coalition of Homeless Services Providers (CHSP), on behalf of the Monterey and San Benito County Continuum of Care (CoC), engaged Focus Strategies to assist in the updating of Lead Me Home (LMH) - the community's 10-Year Game Plan for Housing Homeless People in Monterey and San Benito Counties. The goal of the planning process is to identify solutions and strategies that shift the homeless system towards a more coordinated, housing-focused, and person-centered model. The updated Plan will be specific, action-oriented, and include realistic implementation steps.

The LMH update process is structured into four phases spread over a 12-month period from April 2020 through March 2021. This report is the end product of the first phase, which began in April and concluded in early July 2020. During this initial phase, Focus Strategies developed a preliminary understanding of homelessness in Monterey and San Benito Counties and the community's current efforts to address the problem. This report documents initial observations about the strengths and challenges of the existing homelessness response system and includes suggestions about steps that can be taken in the short-term to improve it. This report reflects input from phone interviews with over 25 key stakeholders, a series of meetings with homeless system leadership, and a review of documents describing current efforts.

In the original plan for this phase of work, Focus Strategies staff were to conduct several in-person visits to engage key stakeholders through focus groups and input meetings, as well as conduct site visits of homeless programs and service sites. Due to the COVID-19 crisis, this in-person work has been postponed to Phase Two. It is our hope that in-person engagement and information gathering can take place in August or September 2020 and that information will be reflected in upcoming reports.

The primary product of Phase Two will be a quantitative analysis of homeless system performance. The work is already underway and projected to be completed by late September 2020. That analysis will be the foundation for a data-driven strategic planning process that will take place in Phases Three and Four.

II. INFORMATION SOURCES

The purpose of the initial Phase of this project was to determine the strengths and challenges of the current community response to homelessness in Monterey and San Benito Counties;



and begin identifying strategies for improved results. This report is based on the following information sources:

Meetings with System Leadership

Focus Strategies facilitated three meetings with a Collaborative Project Team consisting of members of the CoC Leadership Council who are overseeing the development of the Lead Me Home Plan update. These meetings focused on refining the goals of the Plan as well as beginning to engage in some initial planning for how to more proactively coordinate and align funding sources across the region, particularly new one-time funds for COVID-19 response. Focus Strategies also observed two Leadership Council meetings. All meetings were conducted via Zoom.

Interviews

Focus Strategies conducted phone interviews with 25 stakeholders representing different sectors, including elected officials and local government staff from both Counties and several cities, philanthropic funders, non-profit housing and service providers, advocates, and people with lived experience of homelessness. A complete list of interviewees and the agencies they represent is included in Appendix A. The list was developed in consultation with staff from CHSP and the Collaborative Project Team.

Document Review

Focus Strategies conducted a review of local policy documents, evaluations, reports, and related documents relevant to the homelessness response system. These included documents on system planning, governance, funding and allocations, previous evaluations and analyses, and performance reports. A list of documents reviewed is provided in Appendix B.

III. OBSERVATIONS

A. Population of People Experiencing Homelessness

Focus Strategies gathered information on the population of people who are experiencing homelessness in Monterey and San Benito Counties. Information sources included published reports, particularly the 2019 Point in Time (PIT) Counts conducted in each County, as well as from stakeholder impressions as conveyed during the interview process. This section summarizes our primary learnings about who is experiencing homelessness in the community. Appendix C provides a more detailed summary of available data.



1. Size of Population and Trends

The Department of Housing and Urban Development (HUD) requires that Continuums of Care regularly identify the number of people experiencing homelessness within their region through a Point-in-Time Count (PIT Count). The most recent complete counts of both unsheltered and sheltered people were conducted in January 2019.¹ These counts found that:

- There were 2,422 people experiencing homelessness in Monterey County. This represents 0.6% of the total general population of 434,061. Of those counted, 76% were unsheltered and 24% were living in shelters or transitional housing programs. The 2019 count reflected a 15% decrease from the prior count in 2017, which found 2,837 people.
- There were 282 people experiencing homelessness in San Benito County, or 0.4% of the total general population of 62,808. Among the people experiencing homelessness, 60% were unsheltered and 40% were sheltered. San Benito County experienced a very large decrease in homelessness between 2017 and 2019 - 527 people were counted in 2017 for a decrease of almost 47%.

Taken together, Monterey and San Benito County reported a total of 2,704 people experiencing homelessness in the 2019 PIT. According to the National Alliance to End Homelessness (NAEH) State of Homelessness Report, this translates to 54.5 people experiencing homelessness per 10,000 total population.² This is higher than the Statewide rate of 38.2. On the other hand, Monterey and San Benito County both saw a decrease in their counts between 2017 and 2019, while many of the neighboring counties saw increases.

2. Racial and Ethnic Disparities

In Monterey County, the 2019 PIT Count found significant differences between the racial and ethnic composition of the total county population compared to the population of people experiencing homelessness. Most notably, African Americans were 25% of the people counted but only 3% of the general population. Conversely, Latinx people are 36% of the homeless population but 59% of the general population. In their 2019 report on Racial Disparities in Homelessness submitted as part of the CoC funding application, CHSP noted

¹ A count of sheltered people was conducted in January 2020. The next count of both unsheltered and sheltered people is scheduled for January 2021.

² <https://endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness-2020/>



that the per capita population of African Americans in the PIT Census was 12.1 times greater than the per capita of Whites. Racial disparities in the homeless system are found throughout the State of California and nationally, as noted in the State of Homelessness and many other data sources.

3. Subpopulations

Subpopulation data reported in the PIT Counts for both Monterey and San Benito Counties largely aligns with State and national trends:

- In both Monterey and San Benito Counties, 25% of people counted are members of families with children, while 75% are individuals living alone or with other adults. Looking at the household level, 8.7% of all households were households with children while 90.7% of households consisted of only adults and 0.4% were households consisting of unaccompanied minors.
- In Monterey County, 14% of those counted were transition-age youth (18-24), 7% were veterans, and 23% were chronically homeless.
- In San Benito County, 5% were transition age youth, 5% veterans, and 28% chronically homeless.

4. Geographic Distribution

People who experience homelessness live throughout Monterey and San Benito Counties. The 2019 PIT found that the largest population was in the City of Salinas, where 53% of the county's unsheltered population was counted in 2019 - 976 people out of a total of 1,830 who were unsheltered in the County. The next largest population was in the City of Monterey with 167 people. In our interviews, many stakeholders noted that the Chinatown area of Salinas has the single largest and most visible unsheltered homeless population, and this tends to obscure the fact that there are significant encampments scattered throughout the community including in Pajaro Valley, on the Peninsula in the cities of Seaside and Marina, and in South County along the Union Pacific rail lines.

5. Impact of COVID-19

With the onset of the COVID-19 pandemic and the devastation it has created to the economy, stakeholders interviewed agreed that there is a high likelihood that homelessness will spike upwards, particularly once eviction moratoriums expire. Yet stakeholders also noted that they have not yet observed any significant increases in their communities. Since data on unsheltered homelessness will not be collected until January 2021 at the earliest, it is



difficult to say at this time whether coronavirus has led to a measurable increase in unsheltered homelessness. Although shifts in the population of people experiencing homelessness have not yet been observed, pandemic-related public health orders and COVID-related federal funding have created the need for a significant policy response to homelessness, which has shifted significantly in Monterey and San Benito Counties. We discuss those policy responses in the next sections.

B. Response to Homelessness: Strengths and Challenges of the Existing System

The Monterey and San Benito Counties community has developed a broad range of strategies and programs to respond to homelessness. In Phase One of our work, Focus Strategies originally intended to develop an assessment of the effectiveness of this response. However, since we have not been able to conduct the in-person information gathering originally planned, we are limited in our ability to develop a fully informed analysis. Instead, we offer some observations about what appear to be the primary strengths and gaps in the current response. In Phase Two, once we have completed our quantitative analysis of system performance and, it is hoped, are able to conduct in-person information gathering, we will be in a position to produce a more thorough assessment.

In developing our observations about the community's homeless response, we used the concept of a *homeless crisis response system* as a guiding framework. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a system to effectively end homelessness. While individual programs and initiatives may yield results with a subpopulation or group, making progress on the overall size of the homeless population requires a systematic approach.

A homeless crisis response system treats a loss of housing as an emergency that must be responded to quickly and effectively with a housing solution, targeting resources to this end. To achieve this system approach, all resources and programs are aligned around a consistent set of strategies and work toward shared, measurable objectives. The system's work is shaped by data - continuous analysis shows what is working and where improvement is needed. The leaders and funders - both public and philanthropic - of the system hold all stakeholders accountable for results.



Key principles of a homelessness crisis response system are:

- *Housing-focused:* An effective homeless system is built upon the understanding that homelessness is a crisis – the loss of housing – and the solution is to quickly return people to housing. The goal is to identify an appropriate housing solution for each homeless household, and along the way to connect them to other services they might need. This does not mean that every program or service in the system has to directly provide housing but should in some way help people along the pathway to housing.
- *Strategic and data-informed:* A robust homeless system has strong and coordinated leadership that makes strategic decisions informed by data. A priority is placed upon the collection and analysis of data to set goals, understand whether the system is meeting its objectives and improve effectiveness. System leadership and funders work in a coordinated manner to ensure that all sources of funding for addressing homelessness are aligned to maximize impact and achieve identified system objectives.
- *Person-centered and equitable:* A fair and equitable homeless system is focused on meeting people’s needs for housing, not on meeting provider needs to fill their programs. It respects client choice and preferences about where and how they will be housed. The system is also easily understood and navigated by people experiencing homelessness, with minimal barriers to access. Disparities in access and in outcomes are analyzed and addressed.

The sections below provide our observations about the strengths and challenges of the Monterey and San Benito County homeless system in aligning to these three principles. These observations are drawn from our review of documents, discussions with homeless system leadership, and interviews with key stakeholders.

1. Housing-Focused Programs and Services

- *Mobile Outreach and Services.* In communities where there are large numbers of unsheltered people, mobile outreach is a critically important strategy for locating and engaging with people who might not otherwise seek out assistance, developing trust, and connecting people to the services and supports they need to transition back to housing. To be effective, outreach teams must have the training and capacity to build relationships with people who have experienced significant trauma. Outreach teams



also must be equipped to connect people to low-barrier services and supports that they need and want, in particular, pathways to shelter and/or housing. This is beginning to be known in the field as “solutions-oriented outreach,” as distinct from outreach that is focused on meeting basic needs.

There are a number of outreach programs operating in Monterey and San Benito Counties, including the MCHOME, as well as smaller grassroots efforts targeting specific subpopulations or geographies. Stakeholders we interviewed reported, however, that outreach in general does not provide sufficient geographic coverage, particularly outside of Salinas and the Peninsula. Monterey’s South County and much of San Benito County were identified as places where there are hidden groups of people who are living outside and have minimal access to services given the long distances they would have to travel. Numerous stakeholders pointed to the need for more robust mobile outreach and mobile services delivered to people in underserved areas who are not able to travel and/or do not feel comfortable seeking out services outside their communities.

Stakeholders reported that there are more robust outreach efforts directed towards larger encampments, such as Chinatown in Salinas, but these have been inconsistent and underfunded. Efforts ramped up in recent months with the advent of the COVID-19 pandemic, with a focus on ensuring encampments have access to hygiene supplies, bathrooms, hand washing stations, and food. Advocates and people with lived experience noted that little of the outreach work is solutions-oriented. Outreach teams also have limited ability to help people access shelter, though the recent temporary expansion of shelter capacity in response to COVID-19 has given outreach workers access to more resources they can offer.

- *Emergency Shelter and Transitional Housing.* Emergency shelters play an important role in any community’s response to homelessness, providing a safe place for people to come indoors and access essential services. Yet for the community’s homeless response to be effective, it is essential that shelters are intentionally designed and funded to support all residents to secure housing when they leave. Key features of a successful housing-focused shelter include having low barriers to entry, being open 24/7, providing housing-focused case management and housing navigation, and connections to other services as desired by the participants. Exit destinations are



recorded and tracked so that the shelter provider and system leadership can measure how effectively these programs are at helping people secure a housing solution. Our information gathering suggests that the shelter system in Monterey and San Benito Counties has been growing in terms of capacity, improved quality, and greater effectiveness at helping people transition to housing. Stakeholders pointed to San Benito County's HOME Resource Center and the recently opened Navigation Center in Salinas as examples of shelters that provide robust services and have been successful at helping participants secure housing. However, there is very inconsistent availability of housing-focused shelter services throughout the community. Programs operate with a range of different goals and models, and many do not have the funding or capacity to offer any form of case management. Several stakeholders reported that shelters and transitional housing programs generally do not have strong results in exiting participants to permanent housing destinations. Our Phase Two data analysis will determine whether this impression is supported by the data.

- *Housing Strategies.* Fundamentally, the goal of any effective homeless system is to ensure that each person experiencing homelessness finds a pathway to housing. There is no "one size fits all" housing solution, so effective systems offer a range of different options that best fit each person's needs and goals. Strategies to provide housing also have to encompass both the production of new units as well as ways to make more effective use of existing housing inventory through short-term and longer-term rent subsidies and other kinds of support that help people access housing that already exists.

In Monterey and San Benito Counties, the inventory of housing programs has been slowly expanding and diversifying yet remains under-developed in relation to need.

- *Problem-Solving/Diversion.* Currently there is very little in the way of problem-solving or diversion implemented in Monterey and San Benito Counties. This is a low-cost or no-cost intervention that helps people who are seeking shelter or other homeless services to remain housed or identify an alternative housing solution outside of the homeless response system, such as by staying with friends or family. Problem-solving/diversion is a housing strategy designed to assist households that have already lost their housing or living in an informal shared housing situation (doubled up) to move directly to alternative housing, avoiding a shelter stay or other homeless system response. This is a strengths-



based approach to help households brainstorm and identify next-step solutions to their housing crisis.

- *Rapid Re-Housing (RRH)*. This approach provides households with short-term rental subsidies and time-limited case management to help them secure a rental unit in the private housing market. At the end of the term of assistance, most households are paying 100% of the rent (unless another subsidy is secured). Evidence from around the nation shows that RRH is more cost effective and yields better results than other approaches such as transitional housing, consequently HUD has encouraged communities to expand this intervention. The supply of RRH in Monterey and San Benito Counties has been slowly expanding as funding from HUD and the State of CA for this intervention has become more broadly available. Current RRH program providers include Housing Resource Center, Veterans Resource Center, and CCCIL. Stakeholders we talked to indicated that there is skepticism in the provider community about the effectiveness of RRH as an intervention and concerns that the support provided is not sufficient to provide households with a long-term housing solution. In many cases, RRH resources are being used to “bridge” households until they can secure a permanent Housing Choice Voucher (HCV) subsidy, a practice that does not make the most cost effective use of RRH funds and limits the number of households that can be housed.
- *Landlord Outreach and Recruitment*. Successful use of rental subsidies such as those offered in RRH programs or for Housing Choice Vouchers requires the cultivation of landlords who are willing to rent to currently or formerly homeless households. This is currently happening at a fairly small scale, on a program-by-program basis, in Monterey and San Benito Counties. However, there is no systemwide effort yet in place to conduct outreach, recruitment, and engagement of property owners and managers to create greater community-wide access to housing for people who are experiencing homelessness or on the verge of homelessness.
- *Permanent Supportive Housing*. This program-type provides non-time-limited deeply affordable housing and intensive ongoing support services, with the intention of targeting the resource towards households with the most significant or acute service needs. This can take the form of scattered-site units



where participants receive a rental subsidy as well as site-specific developments. The newly completed Moon Gate Plaza in Salinas, developed by Mid-Peninsula Housing, provided a set-aside of 20 urgently needed PSH units, though stakeholders universally agree much more is needed. Challenges with finding sites, NIMBYism, and lack of financing were all cited as significant barriers to increasing PSH production in Monterey and San Benito Counties.

- *Coordinated Entry (CARS).* As the CoC Lead Agency, CHSP is charged with operating the community's HUD-mandated coordinated entry (CE) system, which is known locally as the Coordinated Assessment and Referral System (CARS). Through CARS, people who are experiencing homelessness receive a standardized assessment and then may be placed on a centralized list for referral to an available RRH or PSH program. CARS is designed to ensure there is a fair, transparent, and systematic process for determining who receives the limited housing resources available through the homeless system and prioritizes those with the greatest need for assistance. A recent evaluation of CARS found that while the system is 96% compliant with HUD requirements, there are a number of operational and efficiency challenges. The report also noted that the mismatch between the number of people seeking and waiting for assistance and the number of available program openings is vast and creates morale problems for the assessors who work in the system. Our stakeholder interviews revealed that people who experience homelessness as well as provider agencies all feel that CARS is ineffective at reducing homelessness due to the lack of housing inventory for people to access, resulting in very long waits for assistance.
- *Affordable Housing Development.* Stakeholders we talked with were in strong agreement that the lack of affordable rental housing in Monterey and San Benito Counties contributes to the problem of homelessness. As noted above in relation to PSH, development of affordable housing is slow and very incremental due to NIMBYism and lack of financing. A few stakeholders noted that the current softening of the housing market as a result of the COVID-19 pandemic has created opportunities for potential acquisition of structures for affordable housing but taking advantage of this will still require political will and funding.



2. Coordinated, Data-Driven Planning and Decision-Making

The most crucial element of an effective homelessness crisis response system is a unified governance structure that leads community stakeholders and key system funders, both public and private, within a single entity or coordinated set of entities. This structure must do more than just support collaboration across the different parts of the system. To be effective, the system governance must be empowered to guide data-driven, system-level planning and decision-making - bringing decision-makers from across jurisdictions within a given planning geography (or CoC) together to develop, adopt, implement, and evaluate a single shared set of strategies and policies, including policies governing how funds are invested.

A homelessness crisis response system must also have the infrastructure to support ongoing assessment of performance at both the project and overall system levels. This includes having a robust Homeless Management Information System (HMIS) data system that achieves high participation rates and data quality. Expertise and strong data analysis capacity are also needed so that leadership and key stakeholders can understand regional experiences of homelessness and system performance, and then use this information to shape strategies that will lead to reductions in homelessness.

Based on the information gathered by Focus Strategies, it appears that strong leadership and coordinated decision-making is one of the strengths of the Monterey and San Benito Counties homeless system. Stakeholders pointed to the creation of the Leadership Council as a major improvement over the previous governance structure. The Council brings together jurisdictional representatives from both counties and from cities in the region, as well as service providers and other key stakeholders. The Council is empowered to make decisions that guide the overall strategy of the homeless system, and approves funding allocations for many of the primary federal and state funding sources for homelessness, including CoC, ESG, HEAP, HHAP, and some of the new COVID-19 specific sources. Stakeholders also pointed to the expanded capacity of CHSP over the past several years to provide staff support and expert guidance to the Council as another significant strength.

The current governance, leadership, and planning structures provide a strong foundation from which to build an even stronger and more effective homeless crisis response. There are some areas that would benefit from improvement or refinement:

- *Using data to assess system performance, set goals, and track results.* Currently, there is not a strong or consistent practice for the Leadership Council to review data on



system performance and use that information to guide decision-making. HUD-mandated data is being collected in HMIS and required reports are generated and sent to HUD, but are not being used in any systematic way to identify what is working well in the system, where there are gaps, and to prioritize how resources should be invested. As part of our Phase Two work, Focus Strategies will also be developing an assessment of the quality of the data in the HMIS system.

- *Results-oriented and actionable strategic planning.* The need for improved use of data to inform system planning can be seen in the existing Lead Me Home Plan, which lays out a broad framework for system planning, but lacks focus and targeting. Stakeholders reported, and Focus Strategies would agree, that the LMH Plan is more of a “wish list” of activities that are not tied to a concrete implementation or investment strategy. The updated Plan, which Focus Strategies is helping to develop, should identify and prioritize the highest impact strategies and set measurable and actionable goals. For example, instead of setting a goal of housing people who experience homelessness, the new plan should set a specific quantitative goal for the number of households to be housed, and through which specific strategies (diversion, RRH, etc.).
- *Investment Planning.* The Leadership Council currently sets some broad guidance for the overall system and approves funding decisions, but has not adopted a specific investment strategy that ties funding allocations to specific desired results or that organizes all the available funding to support an agreed-upon set of objectives. Currently, each funding source is allocated through a separate request for proposal (RFP) process, using different criteria and priorities. Funding tends to be awarded based on which types of programs and activities are identified as most needed, rather than on results the Council is seeking to achieve. While there is some coordination between funding sources, each RFP or funding round reflects a “one off” type of decision making. A concrete next step for the Council would be to adopt an investment plan that lays out specific funding priorities with measurable results, and then ensure that all the different funding streams are allocated in support of a shared set of objectives. This will not only improve system effectiveness, it will increase transparency and equity in funding decisions, which are both areas where some stakeholders observed there is a need for improvement.



3. Person Centered System and Equity Lens

The final dimension that Focus Strategies considered in making our initial observations about the homeless system in Monterey and San Benito Counties is the degree to which the system is person-centered and equitable. As noted earlier in this report, one of the hallmarks of an effective homelessness response is that it centers the expertise of people who are experiencing homelessness, responds to the needs and wishes they articulate with dignity and respect, and identifies and addresses disparate access and results based on race, ethnicity, or other factors.

Due to COVID-19 public health protection orders, Focus Strategies did not have the opportunity to visit programs in-person or to conduct focus groups with service providers or people experiencing homelessness as part of this initial phase of the project. However, based on what we heard from stakeholders, including advocates and people with lived experience, it appears that the existing system could benefit from an improved focus in this area. Providers we spoke with described a wide range of program models and practices, some of which sounded aligned with principles of Housing First, Trauma-Informed Care, Harm Reduction, and other person-centered approaches, while others did not. A number of stakeholders expressed the view that while most programs assert they follow Housing First principles, in practice there are a lot of barriers to entry (such as sobriety or service participation requirements), inflexible program participation rules, and an overall lack of an orientation towards “meeting people where they are.”

Another major topic that stakeholders surfaced was lack of regional equity in the availability of resources, creating significant access barriers. This was noted in particular regarding Monterey’s South County, which lacks much in the way of services or supports. People who experience homelessness in South County typically have to travel to Salinas to receive assistance. Other barriers that came up were programs that do not offer any evening or weekend hours of operation; language barriers, particularly for monolingual Spanish speakers and people who speak indigenous languages; and lack of public transportation.

Many stakeholders noted that the approach to addressing encampments in the community has historically been the domain of law enforcement and that the “clearing” of encampments has been a common practice. The recent advent of COVID-19 has reduced this practice, due to the CDC guidelines that recommend allowing encampments to remain in place to avoid viral transmission. A number of stakeholders praised the shift in approach from enforcement towards more outreach and support for encampments, many of which have now received



deliveries of hygiene supplies, hand washing stations, food, and other resources. Stakeholders articulated a goal of continuing to build the system's capacity to conduct outreach to people living outdoors, and using outreach as a means to engage, build trust, and connect people to shelter and housing.

C. Changes and Opportunities as a Result of COVID-19

From March to June 2020, the COVID-19 pandemic has brought about significant changes in the community's approach to homelessness. Some of these offer opportunities to vastly improve the system over the short term. Yet at the same time, the longer term outlook for the system is clouded by expected economic impacts of the pandemic on the local, state, and national economy and housing market. In this environment, it is essential to maximize the opportunities to leverage lasting change to the system, build on lessons learned, and preserve gains.

The most significant changes to the homeless system in Monterey and San Benito Counties as a result of COVID-19 include:

- *New resources.* The pandemic has increased the availability of significant new State and federal "one-time" resources dedicated to addressing the risk of COVID-19 transmission and infection among people who experience homelessness. This has included the State's Project Roomkey program funding non-congregate shelter (hotels) which leverages federal FEMA funding; State Emergency Homelessness Funding (EHF), as well as expanded federal Emergency Solutions Grant (ESG), Community Development Block Grant (CDBG), and Community Services Block Grant (CSBG) funding. Additional resources are in the pipeline and there is a strong likelihood that Congress will approve another round of federal funds to address the economic impacts of COVID-19.
- *Expanded shelter capacity.* These new resources have enabled the community to expand shelter capacity significantly and offer shelter to people who previously had not been able to access it. This includes those experiencing homelessness who require isolation and quarantine due to COVID infection or exposure, as well as shelter for those who are in vulnerable groups. An additional benefit of the pandemic has been the ability to reduce density in some of the existing congregate shelter settings.



- *Focus on rehousing people who are newly entering shelter.* The creation of new but temporary non-congregate shelter capacity has galvanized homeless system leaders and stakeholders to begin thinking about a targeted strategy to ensure that people in these beds do not return to homelessness when the shelters eventually close, but instead are placed into housing. There is also a community conversation about possibly purchasing some of the hotels to create additional permanent housing capacity.
- *Change in approach to encampments.* As noted in the section above, the pandemic has brought about a change in the community's approach to encampments, lessening the frequency of sweeps and lifting up a more outreach- and solutions-oriented approach.

IV. NEXT STEPS AND INITIAL RECOMMENDATIONS

Focus Strategies is already working on the next steps in the development of the update to the Lead Me Home Plan, including:

- Completing an analysis of system and project performance using HMIS and other data. The initial results will be generated and presented individually to each participating provider agency in early August. Based on discussions and feedback from the programs, we will refine and update the results and present a report to the Leadership Council and other system stakeholders in September 2020.
- In August and September 2020, we also hope to begin some in-person work in the community, including visiting key program sites.
- Beginning in October 2020, Focus Strategies will launch the strategic planning phase of the project, with the goal of completing the Lead Me Home Plan update by March 2021. During this time, we will facilitate strategic planning and input sessions with stakeholders, using the system performance and data analysis as a foundation for developing a data-driven plan.

Given that the Plan update is still nearly nine months from being completed, Focus Strategies would like to recommend some immediate work that the community can undertake to “jump start” the planning process in the short-term. With the significant amount of one-time funding coming into the community, we advise doing some short-term investment planning



immediately, to ensure that funds are expended in a way that maximizes their impact. Waiting for the end of the planning process in March 2021 could lead to missed opportunities to align funding towards targeted goals, particularly as the new resources are arriving from the State and federal government with very short notice and with rapid turn around times for allocating the funds. Our specific recommendations for short-term planning and implementation work are:

1. *Create a Funding Committee of the Leadership Council*

CHSP staff have begun exploring the possibility of establishing a Funding Committee of the Leadership Council to focus on improving the ability of the system to target its investments and align the various funding streams over which the Leadership Council holds responsibility. Focus Strategies recommends that this idea be implemented with urgency and that the committee be tasked with developing an overarching investment plan for the system that articulates a set of desired results rather than a set of desired activities.

2. *Pilot the Development of a Coordinated Investment Plan for a Specific Objective*

To launch its work, we recommend that the new committee start by piloting the development of an investment plan for a specific objective or strategy, rather than trying to do a whole plan for the system. This will allow the committee to begin to solidify its goals, identify what information it needs to do this work, and develop a process for information gathering and decision-making. One option for this pilot work would be to focus on a rehousing strategy for the people who are currently in non-congregate shelter to ensure that as many as possible do not return to homelessness. HUD is encouraging communities to prioritize use of their one-time COVID-19 resources for this purpose and has developed a number of analytic tools that can be used to determine how many people can be rehoused using existing resources and what the impact could be of investing new resources. Focus Strategies can support this work as part of the analytic services we are providing for the LMH plan rewrite.

3. *Launch a Provider Learning and Implementation Collaborative Focused on Operationalizing Housing First Principles*

As the homeless system continues to rapidly transform in response to COVID-19 and new funding sources increasingly focus on strategies to provide shelter for the most vulnerable and then transition them to housing, it will be critical for homeless system providers to continue building and developing their expertise, and in particular their ability to operationalize Housing First principles. We recommend convening a Peer



Learning and Implementation Collaborative with representatives from outreach, shelter, transitional housing, rapid rehousing, and PSH providers to develop a baseline of how these ideas are being implemented currently, identify strengths that can be built upon, and determine what additional support is needed, such as tools, policies, and training. Beginning immediately to engage the provider community around Housing First practices will help lay the foundation for the updated Lead Me Home Plan, and will also serve as a compliment to the engagements Focus Strategies is already planning to do in Phase Two with providers to discuss and dig into their program performance results.



APPENDIX A: LIST OF INTERVIEW PARTICIPANTS

Name	Title	Organization	Interview Date
Luis Alejo	Supervisor, District 1	County of Monterey	July 8, 2020
Jill Allen	Executive Director	Dorothy's Place	May 26, 2020
Enrique Arreola	Deputy Director	County of San Benito	May 29, 2020
Dan Baldwin	President/CEO	Community Foundation for Monterey County	May 26, 2020
Tracey Belton	Director	County of San Benito	May 29, 2020
Anthony Botelho	Supervisor, District 2	County of San Benito	June 10, 2020
Maria Gurrola	Department of Social Work Chair	California State University, Monterey Bay (CSUMB)	June 16, 2020
Anton Hunter	Community Advocate	Community of City of Seaside	July 2, 2020
Megan Hunter	Director	Community Development Department, City of Salinas	June 5, 2020
Elsa Jimenez	Director	Monterey County Health Department	May 21, 2020
Alexa Johnson	Program Manager	Housing Resource Center of Monterey County	May 28, 2020
Michael Lisman	Deputy Director	Monterey County health Department	May 29, 2020
Robin McCrae	Chief Executive Officer	Community Human Services	May 28, 2020
Katrina McKenzie	Management Analyst	Coalition of Homeless Services Providers	May 15, 2020
Barbara Mitchell	Executive Director	Interim Inc.	May 22, 2020
Ian Oglesby	Mayor	City of Seaside	June 22, 2020
John Phillips	Supervisor, District 2	County of Monterey	June 8, 2020
Glorietta Rowland	Management Analyst	County of Monterey	May 15, 2020
Jacqui Smith	Program Coordinator	CSUMB Chinatown Health Education	June 16, 2020
Christina Soto	Program Manager	Community Homeless Services	May 20, 2020
Anna Velazquez	Council Member	City of Soledad	June 17, 2020
Christopher "C.J." Valenzuela	Planning Manager	Community Development Department, City of Salinas	June 5, 2020
Wes White	President	Salinas/Monterey County Homeless Union	June 3, 2020
Roxanne Wilson	Executive Officer	Coalition of Homeless Services Providers	May 19, 2020
Anastacia Wyatt	Housing Program Manager	Monterey County Administrative Office	May 18, 2020



APPENDIX B: LIST OF DOCUMENTS REVIEWED

To understand the work accomplished, currently in place, and planned in Monterey and San Benito Counties to reduce homelessness, Focus Strategies requested and received the following documents from the Coalition of Homeless Services Providers. The documents help establish a baseline understanding of homelessness reduction efforts in Monterey and San Benito Counties prior to the launch of the strategic action plan process.

A. System Overview

The following documents relate to system workflow including strategic plans, policy manuals, procedures, reports, surveys, and program materials.

Policy and Procedure Manuals: Coordinated Assessment and Referral System (CARS) Policies and Procedures; CARS VAWA Addendum; 2019 CARS Policy Updates; Standard Operating Procedures for CARS; CARS Referral Participation Guide; Coordinated Entry Referral Process Chart; Standard Operating Procedures for Rapid Rehousing (RRH); RRH Policies; RRH Addendum for Families and Children; CARS Training Presentation; Veteran Referral Process; HMIS Governance Policies and Procedures; HMIS Data Quality Guidance; CHSP System Performance Monitoring Policies and Procedures Manual

System Performance and Planning Documents: *Lead Me Home* 10-Year Strategic Plan; Update to *Lead Me Home* Plan; Overview of System of Housing; Community Needs Assessment Report; 2015-2019 PIT Count Report and Executive Summaries; 2015 Consolidated Plan Recommendations; Monterey County Data Driven Decisions FY 2018-19 Report; Monterey County Housing Brief; 2007-2023 Cities' Housing Elements; Monterey Bay Economic Partnership Housing Affordability Report; 2017 and 2019 Housing Inventory Count Data and Summary; 2017-19 System Performance Measurement Module Report; 2017 PIT Count Summaries; Strategic Realignment Meeting and Presentation; Middlebury Institute of International Studies (MIIS) CARS Evaluation; Racial Disparities Report; Whole Person Care Mid-Year Outcomes Report

Program Descriptions and Details: Program and Service Directory; System Program Data



B. Homelessness Governance and Leadership Documents

Focus Strategies has reviewed the following documents relating to responsibilities, inter-entity relations, membership, and desired outcomes related to governance structures in Monterey and San Benito Counties.

Governance Meeting Minutes: CHSP Leadership Council Meeting Minutes; CHSP Board Meeting Minutes; CARS Committee Meeting Minutes; Coordinated Outreach and Resources for Encampments (CORE) Meeting Minutes; Chinatown Homeless Action Team Meeting Minutes; Housing First Committee Meeting Minutes; Services, Employment and Income Committee Meeting Minutes; CoC Board Meeting Reports

Governance Policies and Evaluation: CHSP Organizational Chart and Description; CoC Governance Charter; CoC Governance Written Standards; Stakeholder Advisory Committee Governance and Standards

C. Funding and Investment Documents

The following documents highlight funding models and rationale that govern some homelessness investments in Monterey and San Benito Counties.

Funding Applications and Awards: 2018 CoC Planning Application; 2018-2019 CoC Collaborative Application; 2018-2019 CoC Project Priority Listing; Local NOFAs for CDBG, CESH, ESG, HESP, and HHAP

Funding Policies and Budgets: 2019 CoC Final Ranked Projects; Cities and County Certification of Consistency with Consolidated Plan; Program Level Budgets

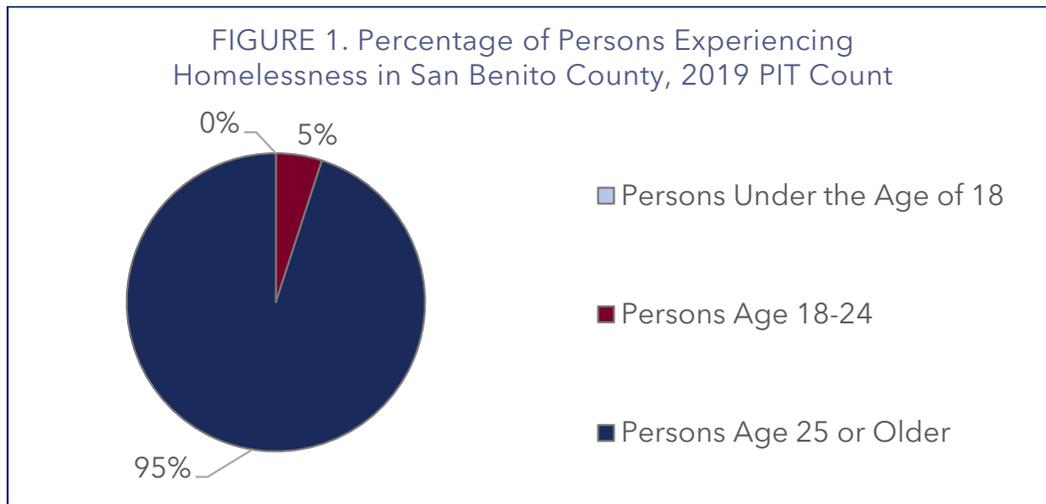


APPENDIX C: COMMUNITY CONTEXT

A. Numbers and Characteristics of People Experiencing Homelessness in the Region

The Department of Housing and Urban Development (HUD) requires that Continuums of Care regularly identify the number of people experiencing sheltered and unsheltered homelessness within their region through a Point-in-Time Count (PIT Count). This is fulfilled through two processes: a count of the number of people experiencing homelessness who are staying in emergency shelter, transitional housing, and Safe Havens on a single night; and, a count of people experiencing unsheltered homelessness (required every other year).

Monterey and San Benito Counties both conduct the PIT Count using the same methodology and the most recent year for which PIT Count data is available as of the writing of this Initial Observations Report is 2019. The 2019 PIT Count Census³ identified 282 individuals experiencing homelessness within San Benito County's population of approximately 62,000 people. Figure 1 provides a percentage breakdown of the 282 individuals by age. As can be seen in the figure, persons experiencing homelessness in San Benito County on the night of the PIT Count were all members of adult-only households, with most over the age of 24.

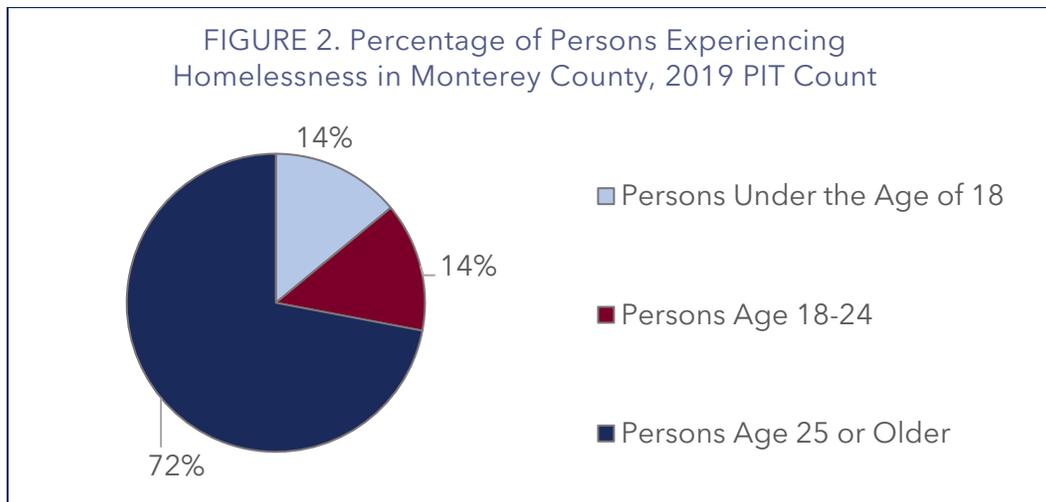


Monterey County's 2019 PIT Count identified 2,422 individual experiencing homelessness (includes children and adults) within the County's population of roughly 434,000 people. Figure 2 provides a percentage breakdown of the 2,422 individuals by age. As can be seen in the Figure, there is an equal percentage of children and transitional aged youth who are

³ Monterey and San Benito Counties conducted their 2019 PIT Count Census on January 31, 2019.



experiencing homelessness in the County although a vast majority of the population are households with adults over the age of 24.



For this report, data on household composition is largely available only at the CoC-level. To delineate the available data on households from that of individuals, CoC data will be used in lieu of County-specific data. Figure 3 below demonstrates the household configuration of all individuals experiencing homelessness throughout the entire Continuum of Care. As shown, a vast majority of households experiencing homelessness in the region are adult-only households (90.9%). Children-only households represent a small fraction of all households at 0.4%, while family households (comprised of both adults and children) represent of 8.7% of the total households experiencing homelessness. Between the 171 families experiencing homelessness in the region in 2019, 21 households were located in San Benito County while 150 were located in Monterey County.

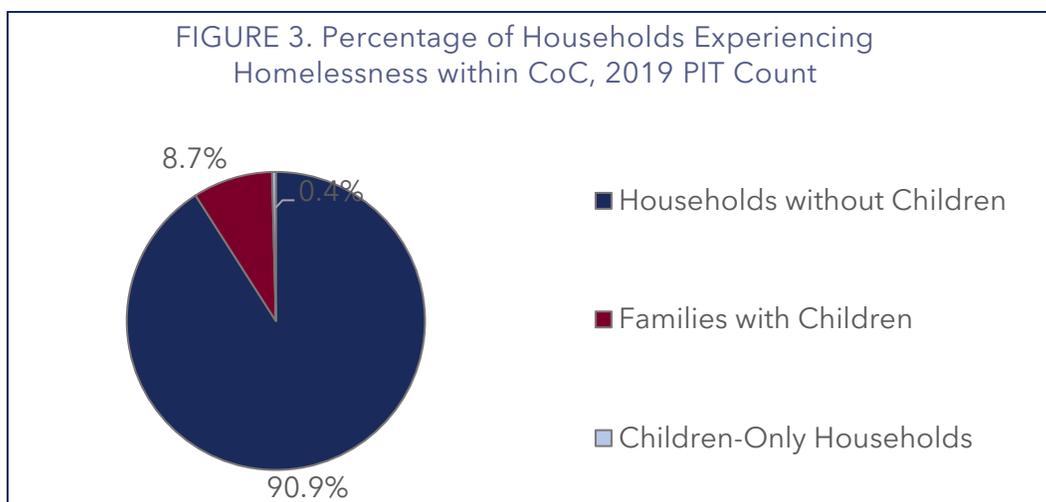


Table 1 below provides a breakdown of the housing situation for the population of people experiencing homelessness, by County, at the time of the 2019 PIT Count. At the time of the PIT Count, most people experiencing homelessness in both Counties (a combined 74%) were unsheltered, meaning they were staying on the streets, in vehicles, or in other places not intended for human habitation. Approximately 26% were experiencing sheltered homelessness, either staying in emergency shelters or in transitional housing. It is important to note that the information below reflects strictly the housing situation for adults and children within the region and not the units or beds needed within the system. Table 2 reflects a breakdown of households on the CoC-level and gives better insight into housing inventory and units needs within the community.

TABLE 1. Housing Situation of Persons Experiencing Homelessness in Monterey and San Benito Counties, 2019 PIT Count

	Sheltered Homelessness	Unsheltered Homelessness	TOTAL
San Benito County	114	168	282
Monterey County	592	1,830	2,422
Total Persons	706	1,998	2,704

Table 2 below provides a breakdown of the housing situation for households experiencing homelessness throughout the Continuum of Care. At the time of the 2019 PIT Count, a majority of the 1,988 households experiencing homelessness were adult-only households (1,808 total households) with a large proportion of those households residing unsheltered throughout the region. Families with children were comprised of 172 households living mostly sheltered in either emergency shelter or in transitional housing programs. Eight children-only households were counted, with all eight households living unsheltered.



TABLE 2. Housing Situation of Households Experiencing Homelessness in CoC, 2019 PIT Count

	Sheltered Homelessness		Unsheltered Homelessness	TOTAL
	ES	TH		
Households without Children	216	124	1,468	1,808
Families with Children	43	64	65	172
Children-Only Households	0	0	8	8
Total Households	259	188	1,541	1,988

The 2019 PIT Survey⁴ found that a majority of individuals experiencing chronic homelessness in both counties were residing unsheltered (67% in San Benito County and 76% in Monterey County).

TABLE 3. Persons Experiencing Homelessness in Monterey and San Benito Counties, 2019 PIT Count by Subpopulation⁵

	San Benito County	Monterey County	Total
Persons Experiencing Chronic Homelessness	79	562	641
Veterans	15	172	187
Persons with Severe Mental Illness	21	86	107
Persons with Chronic Substance Abuse	18	203	221
Persons Diagnosed with HIV/AIDS	2	5	7

The 2019 PIT Count Survey suggested that of those surveyed, 19% have a self-reported severe mental illness and 39% have a substance use issue. Historically, surveyed results can often be an underrepresentation of disabling conditions due to the nature of self-reported data, which suggested needs may be greater than those represented here.

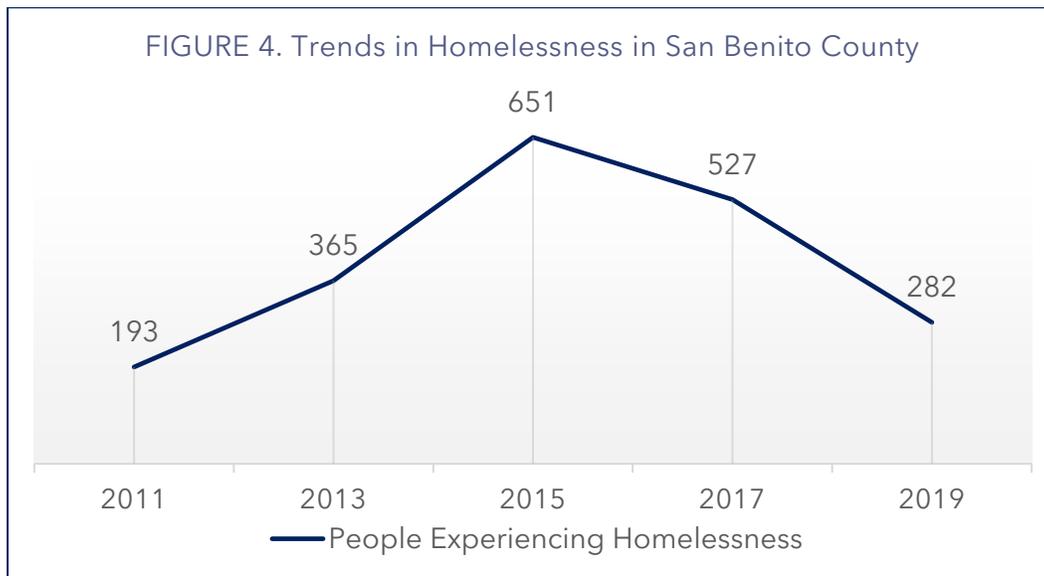
⁴ Monterey and San Benito Counties conducted their 2019 PIT Count Survey in the weeks following the street count on January 31, 2019. The Survey was administered to 121 unsheltered and sheltered individuals experiencing homelessness in San Benito County and 450 like individuals in Monterey County.

⁵ Subpopulation categories are not mutually exclusive, so these figures do not sum to the total homeless population. People may be represented in multiple categories.



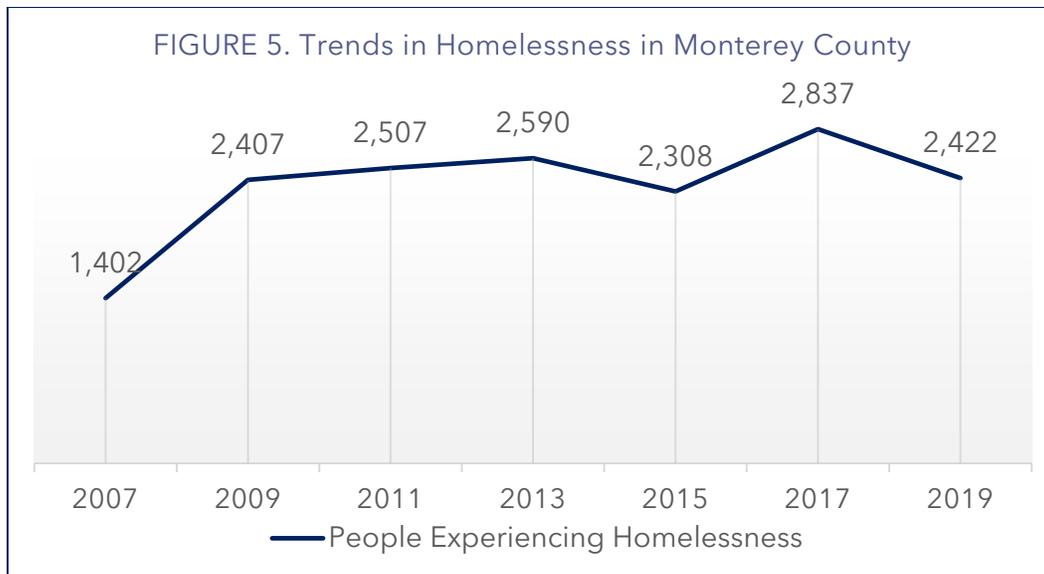
B. Trends in Homelessness

San Benito County has seen an overall increase in homelessness from 2011 through 2019, with a substantial increase from 2011 to 2015 (70%) which has since decreased from 2015 to 2019 (57%). Figure 4 shows the longitudinal trend in homelessness within the County of San Benito.



Similarly, Figure 5 depicts the trend in homelessness within Monterey County. As more years of PIT Count data is available for Monterey County, Figure 5 depicts a longer longitudinal trend in homelessness, using data from 2007 through 2019. As seen in San Benito County, there has been an overall increase in people experiencing homelessness in Monterey County throughout the years. Both regions had an overall decline in population from 2017 to 2019.





Both Counties have made significant impact in addressing homelessness for certain subpopulations including:

- *Individuals Experiencing Chronic Homelessness:* PIT Count data has shown that both Counties have reduced the percentage of people living unsheltered while experiencing chronic homelessness. From 2017 to 2019, Monterey County saw unsheltered chronic homelessness drop from 97% in 2017 to 86% in 2019. Similarly, San Benito County saw 94% of chronically homeless individuals living unsheltered in 2017 but saw a reduction to 67% in 2019.
- *Children and Transition-Age Youth:* Both Counties have made strides in addressing youth homelessness as the population of children and transition-age youth have decreased from 2017 to 2019. PIT Count data has shown that Monterey County has reduced the rate of children experiencing homelessness from 17% to 14% and transition-aged youth from 16% to 14% between 2017 and 2019. San Benito County has reduced the rate of children experiencing homelessness from 10% to 0% and transition-aged youth from 9% to 5% from 2017 to 2019.

The PIT Count data also highlighted areas of improvement for both Counties when it comes to specific subpopulations:

- *Veterans:* Instances of veteran homelessness has risen in both Counties with Monterey County seeing an increase from 100 individuals in 2017 to 172 individuals in 2019, unsheltered rates amongst the population also rose, from 41% to 59% within the same



time period. In San Benito County, the number of veterans experiencing homelessness increased by one individual between 2017 and 2019, while the rate of unsheltered veterans increased from 86% to 94%.

- *Families in Monterey County:* While family homelessness has decreased in San Benito County (from 24 families experiencing sheltered homelessness in 2017 to 21 families in 2019), Monterey County has seen a steady increase in the number of families experiencing unsheltered homelessness. In 2015, 117 families experienced homelessness (2% of whom were unsheltered), this number increased to 160 families in 2017 of which 34% were unsheltered. In 2019, PIT Count data shows that 150 families experience homelessness with 51% of those families living unsheltered. The rise in unsheltered family homelessness is of concern for community stakeholders as many expressed a need to address resources and services targeted at this subpopulation, including prevention programs to help those at risk of experiencing homelessness.

C. Homelessness Response System Resources

Monterey and San Benito Counties have developed an array of programs that offer services ranging from outreach and engagement to temporary and permanent supportive housing placement. The CoC's 2019 Housing Inventory Count (HIC) Report shows 23 providers run 45 programs offering shelter and housing throughout the region. A majority, though not all, of the programs operating in both Counties participate in the local Coordinated Assessment and Referral System (CARS) Coordinated Entry process and utilize the Homeless Management Information System (HMIS).

The section below provides a very brief summary of the programs offered in Monterey and San Benito Counties to address homelessness. This information is provided as context for this report and is not intended to be comprehensive. A thorough summary of existing resources in the community is included in the 2019 update to the Lead Me Home Plan.⁶

Crisis Response Services

- ***Outreach and Engagement:*** These services, provided by both public and non-profit operators, focus on connecting people experiencing unsheltered homelessness with

⁶ https://chspmontereycounty.org/wp-content/themes/chsp/img/Lead-Me-Home-Update-Final-Final-Draft_20190723_sf-edits.pdf



housing and services. At present there are countywide outreach services that span the entire CoC as well as dedicated outreach teams for youth, veterans, and those with mental health challenges.

- **Drop-In Services:** These programs provide a variety of supports and services, which can include meals, hygiene services (e.g., showers), laundry, storage, and direct or linked access to supports such as case management or behavioral health services. The region currently has one drop-in center located in the City of Salinas.
- **Safe Parking Programs:** These programs are typically night-time programs that serve households experience vehicular homelessness by providing a safe space to park a vehicle overnight while offering access to facilities. There are various safe parking locations available throughout the Monterey Peninsula, accessible through a common phone line for intake.

Temporary Solutions

- **Emergency Shelters:** Shelters offer short-term, interim housing resources, with a focus on linkages to services or supports that can resolve a household's housing crisis. Some shelters operate year-round while others operate seasonally in the winter months. In Monterey and San Benito Counties, emergency shelters are available for adults, families with children, transition age youth, veterans, and victims of domestic violence. The majority of shelter resources are located within Monterey County, with a high concentration in the City of Salinas.
- **Transitional Housing:** Transitional housing programs, also a temporary housing resource, tend to offer longer lengths of stay (up to 24 months) and more intensive case management services to help households resolve housing crises. The CoC has a high number of transitional housing beds available although there have been recent efforts to reallocate funds towards more permanent forms of housing. The CoC's transitional housing resources include designated beds for families with children, veterans, domestic violence survivors, those with a serious mental illness, those with substance use issues, and single men and women.



Permanent Housing Solutions

- **Rapid Rehousing:** This program type provides households with case management and short-term rental subsidies to secure housing in the private rental market: in rapid rehousing, households gradually increase contributions to rent payments until they are sustaining their unit on their own. Rapid rehousing program resources are available for adults, families with children, and veterans in both Monterey and San Benito Counties. Within a year, the CoC has significantly increased its rapid rehousing capacity (from 18 total beds in the 2018 Housing Inventory Count to 170 in the 2019 Housing Inventory Count).
- **Permanent Supportive Housing:** This permanent housing type provides non-time-limited deeply affordable housing and intensive ongoing support services, with the intention of targeting the resource towards households with the most significant or acute service needs. Some programs in operation have a specific subpopulation focus (in addition to chronic homelessness eligibility), such as a program for veterans. Moon Gate Plaza in Salinas is the community's most recently completed PSH development.

A summary of the beds available for temporary and permanent housing solutions in Monterey and San Benito Counties is provided in Figure 9 below. This Figure reflects resources that were included in the Continuum of Care's 2019 Housing Inventory Count report to HUD, which reflects active bed resources in the last week of January 2019.

