



# YEAR ONE PROGRESS REPORT

## LEAD ME HOME 5 YEAR PLAN TO REDUCE HOMELESSNESS IN MONTEREY AND SAN BENITO COUNTIES

JULY 2021 THROUGH JUNE 2022

**THE COALITION**  
OF HOMELESS SERVICES PROVIDERS

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# I. INTRODUCTION

The Lead Me Home Plan Update was established in July 2021 through the Lead Me Home Leadership Council of Monterey and San Benito Counties (the Continuum of Care Board). The Update provided a five-year roadmap for the Monterey and San Benito County Continuum of Care (CoC) and its partners to achieve the vision that all people in the region live in decent, safe, and affordable housing from which they access services and supports that stabilize their lives. The following is a report of accomplishments and the status of action items in the Monterey and San Benito County CoC at the culmination of the first year of the Plan.

The Plan and information about how it was developed and background materials used are available at: <https://chsp.org/plan-rewrite>.

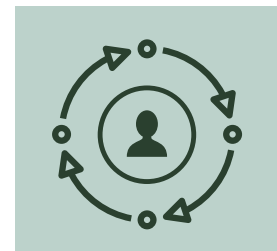
The Lead Me Home Plan update and the accomplishments outlined in this report are driven by three main principles:



**Housing-focused**



**Strategic and  
data-informed**



**Person-centered  
and equitable**

## II. YEAR ONE PROGRESS

The Plan identified three overarching strategies to achieve the ambitious goal of reducing the total population of people experiencing homelessness in Monterey and San Benito Counties by 50% over five years (July 2021 to June 2026).

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### A. Strategy Area 1: Increase Participation in Homelessness Solutions by Leaders and Key Stakeholders from Across the Region



This strategy area reflects the community’s desire to develop and embrace a regionwide vision for reducing homelessness that is informed by data and equity considerations. It reflects a need for improved coordination across jurisdictions to inform housing and services priorities and investment strategies. It also encompasses the goal of engaging and involving all jurisdictions and stakeholders in being part of the effort.

#### ***1.1 Adopt Five-Year Plan:***

Use the Five-Year Plan to establish a region-wide vision and action plan that includes practical ways that all stakeholders and community members can contribute to positive solutions to reduce homelessness.

- The “Lead Me Home Summit,” which provides an opportunity to build support for the Five-Year Plan and its vision among local leaders and stakeholders, is scheduled for July 14, 2022.
- The Plan has been adopted by County of Monterey, City of Salinas, County of San Benito, and City of King.
- The City of Soledad, City of Pacific Grove and City of Seaside are in progress to adopt the Plan.

## ***1.2 Invest Strategically:***

Develop a data-informed and strategic regional investment strategy and provide an actionable path for jurisdictions to align funding to achieve the Five-Year Plan Goals.

- The CoC developed a coordinated investment plan as part of the HHAP-3 application to the State, to be submitted in June 2022.

## ***1.3 Build Political Will for Affordable Housing:***

Maximize regional political and public support for affordable housing development as a solution to homelessness.

- The Housing Pipeline Committee has been re-established and is ongoing. The committee has challenged Fair Market Rent in the area through a Fair Market Analysis that was launched in year 1 and will be completed in year 2.

## ***1.4 Include People with Lived Experience of Homelessness:***

Create structures and processes to more meaningfully involve people who are experiencing homelessness in decision-making about the design, implementation, and evaluation of the homelessness response system.

- The City of Salinas incorporated peer partners into their street outreach teams.
- CHSP opened two positions for people with lived experience to join the CoC Board.
- People with lived experience assisted with the design and implementation of the 2022 Point-in-time count.

## ***1.5 Engage New Partners:***

Engage with jurisdictions, systems, and sectors not currently represented to participate in the Leadership Council or other CoC bodies. Educate and inform partners on how they can be part of the regional solution to homelessness.

- The Lead Me Home Summit (July 2022) will convene regional partners and stakeholders to orient them to the Plan and build support for its vision and strategies.

### **1.6 Center Equity:**

Apply an equity lens to all regional decision-making regarding homelessness. Identify and address racial and ethnic disparities throughout the system.

- A Racial Disparities analysis was completed and presented to the CoC Board in May 2022.
- The Coalition of Homeless Service Providers (CHSP) incorporated responsibilities for the CoC Manager surrounding Diversity, Equity, and Inclusion within the Continuum of Care.
- The CoC offered several trainings on Authentic Youth Engagement, Adulthood, Understanding Power and Power Sharing, Empathy Mapping and Targeted Universalism: Embedding Equity into System Design.

## **B. Strategy Area 2: Improve the Performance of the Homelessness Response System**



This strategy area articulates the community’s commitment to creating a system that is highly effective at providing housing pathways for people experiencing homelessness. These strategies include establishing and measuring progress towards program and system goals, refining program and system strategies towards best practices, and strategically expanding housing and services inventory.

### **2.1 Prevent Homelessness:**

Prevent homelessness through adoption of problem solving and targeted prevention strategies system wide.

- City of Salinas applied for homelessness intervention funding through the State’s Family Homelessness Challenge Grant that will support the incorporation of diversion practices.
- Over \$50 million of homelessness prevention funds were received across both counties during the pandemic.

## ***2.2 Enrich and Expand Mobile Outreach Services:***

Provide solutions-oriented mobile outreach to all geographic areas of the region, with a particular focus on underserved areas.

- The CoC launched an Outreach Collaborative to increase collaboration among outreach providers and to inform the development of parameters, rules, and guidelines for outreach.

## ***2.3 Provide Low Barrier Shelter:***

Maintain the region's inventory of accessible, low barrier, and service-rich emergency shelter. Strategically expand temporary housing inventory to fill identified gaps.

- The CoC has drafted operational shelter standards that include low barrier and housing first principles, to be adopted by the Leadership Council in June 2022.
- Community Homeless Solutions received a Pet Assistance and Support (PAS) Program grant from the State to provide shelter services and support for people with pets.

## ***2.4 Expand Housing Solutions:***

Increase the capacity of the homelessness response system to provide "exits" from homelessness, including expanding services and supports, the availability of rental assistance and building more permanent supportive and extremely low-income housing.

- Housing Navigation Services have been incorporated into street outreach practices to better connect unsheltered households to the housing system.
- Local funders (City/County) established performance standards for programs and are holding program providers accountable for meeting those standards.
- The CoC increased its Annual Renewal Demand through increased funding for Rapid Rehousing programs through Housing Resource Center (HRC), YWCA, Community Homeless Solutions for domestic violence survivors, and a Joint Transitional Housing/Rapid Rehousing project for youth.
- Partners started setting a plan for landlord engagement, to be continued in year 2.
- The Housing Authority of the County of Monterey is giving \$500 per unit incentives to landlords when they rent to someone moving out of homelessness.
- The City of Salinas Encampment Resolution grant will provide incentives for landlords up to \$2,000 for 20 landlords as well as double security deposits.
- CHSP has contracted Homebase to begin designing and implementing a Coordinated Entry (CARS) system for youth.

- New vouchers were added to the system in year 1, including 269 Emergency Housing Vouchers from HUD, 65 Foster Youth for Independence vouchers from HUD, and 65 HUD-VASH vouchers for veterans.
- The community increased the number of units that accept vouchers through various Homekey projects. City of Salinas successfully acquired 3 Homekey sites to add a total of 202 units to the housing inventory. King City added 46 units for unaccompanied adults with a preference for individuals experiencing chronic homelessness.
- City of Salinas issued a Request for Quotes (RFQ) for affordable family housing development at 845 E. Laurel Drive.
- Monterey Institute of International Studies conducted a Coordinated Entry (CARS) evaluation completed June 2022.

### ***2.5 Support People to Retain Housing:***

Provide robust housing retention support to ensure people entering housing do not return to homelessness.

- The CoC established policies relating to termination and exit protocols for CoC and ESG-funded housing programs, to be approved by the Leadership Council in June 2022.

### ***2.6 Embrace Housing First:***

Strengthen understanding of and alignment to Housing First principles throughout the system.

- The CoC drafted operational shelter standards that include low barrier, and housing first principles, to be adopted by the Leadership Council in June 2022.

### ***2.7 Implement Performance Measurement and Continuous Quality Improvement:***

Adopt and implement performance measures for emergency shelters, transitional housing, and rapid re-housing over a five-year period.

- CHSP developed HMIS reports to track and report on program and system outcomes. These reports will launch publicly by the end of June 2022.
- The CoC and partners adopted performance targets for all programs to align with the targets of the Plan.





## C. Strategy Area 3: Expand Service-Oriented Responses to Unsheltered Homelessness

This strategy area reflects the community's investment in responding to feedback from people experiencing homelessness about their needs and goals, with a focus on increasing the services available to address the immediate health and safety needs of people who are unsheltered.

### ***3.1 Provide Services and Supports to Encampments:***

Prioritize the provision of services as a key element of the response to encampments.

- CHSP continues to sponsor port-a-potties and sanitation stations throughout the county.
- City of Salinas received \$4 million in Encampment Resolution Funding (ERF).
- City of Salinas expanded the outreach team to include peer outreach by people with the lived experience of homelessness.
- A workgroup including representation from the various jurisdictions in the CoC and people with lived experience has launched and meets bi-weekly to develop a common set of guidelines relating to encampment responses.

### ***3.2 Build Collaborative Relationships with People in Encampments:***

Include people living in encampments in planning and decision-making about how to meet their needs.

- The community has increased outreach services through California State University Monterey Bay – Community Health Engagement; Dorothy's Place; Interim, Inc.; Community Homeless Solutions; Community Human Services; and Salinas Outreach & Response Team
- City of Salinas received \$4 million in Encampment Resolution Funding (ERF).

### ***3.3 Provide Safe, Temporary Locations for People to Stay:***

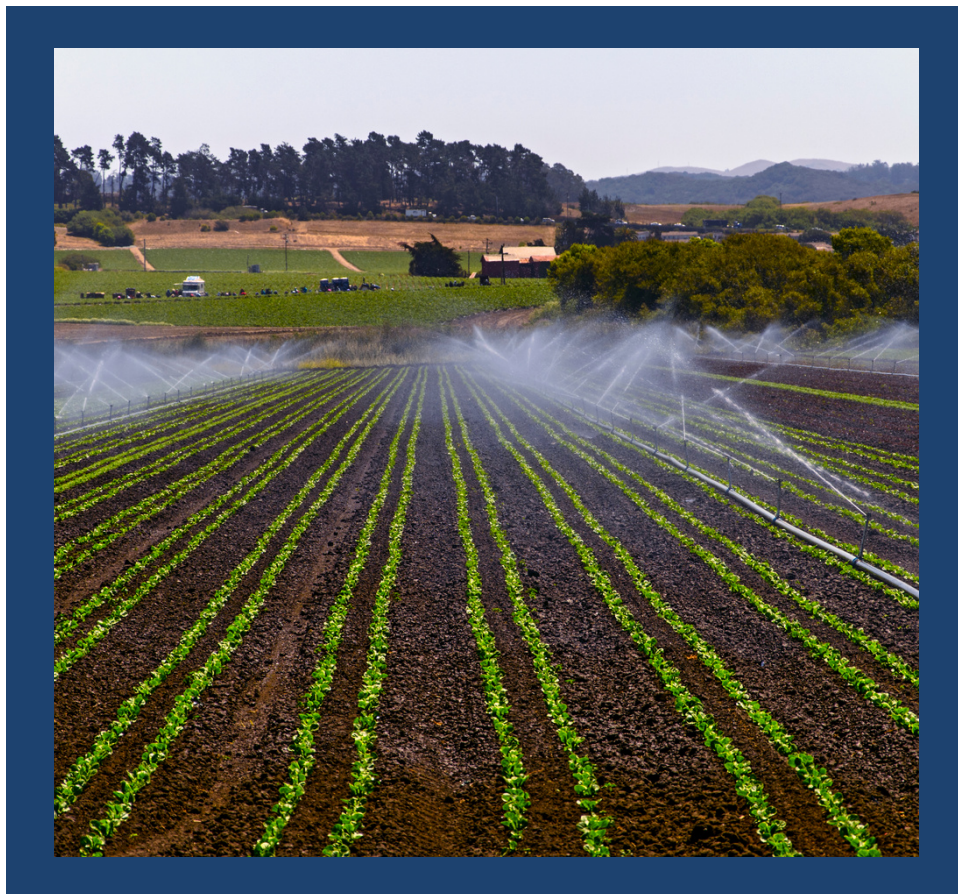
Expand availability of temporary places where unsheltered people and the public can both be safe and healthy.

- The Lead Me Home Summit (July 2022) will launch the process to develop community-oriented communication materials about encampments and safe sleeping places.

### ***3.4 Connect Unsheltered People to Housing:***

Ensure that crisis/emergency and temporary services and programs that target unsheltered people provide connections to services and/or pathways to housing.

- Outreach materials were updated and translated into multiple languages.
- Outreach to people in encampments led to referrals to Emergency Housing Vouchers.



### III. PROGRESS TOWARD GOALS AND TARGETS

To track progress towards the CoC’s goal to reduce homelessness in the region by over 50%, the Plan outlines a set of measurable annual targets capturing changes in the number of people experiencing homelessness, system and project performance, and housing.

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#### **Reductions in Numbers of People Experiencing Homelessness**

The table below shows the year one target for reduction of people experiencing homelessness in year one of the Plan.

An increase in people experiencing homelessness in the first year was expected due to several factors including the two-year time frame from the last PIT and pandemic-related economic and housing impacts.

<b>HOMELESSNESS REDUCTION TARGETS</b>			
<b>Measure</b>	<b>Target</b>		<b>Actual*</b>
	<b>Baseline 19/20</b>	<b>Year 1 21/22</b>	<b>Year 1 21/22</b>
<b>Population Size Targets</b>			
Total Number of People Experiencing Homelessness (PIT)	2,704	3,623	TBA*
<b>By County</b>			
Monterey County	2,422	3,245	TBA*
San Benito County	282	378	TBA*

*\*The Year One data for this measure are drawn from the Point-in-Time Count. Data from the 2022 Point-in-Time will be available in July 2022.*

#### **System and Program Performance Targets**

The table below shows the year one target and progress for key system and project performance measures that impact reductions in homelessness.

<b>PROGRAM PERFORMANCE TARGETS</b>			
<b>Measure</b>	<b>Target</b>		<b>Actual</b>
	<b>Baseline 19/20</b>	<b>Year 1 21/22</b>	<b>Year 1 21/22</b>
<b>Entries from Literal Homelessness (% of Households)</b>			
Emergency Shelter	78%	78%	78%
Transitional Housing	66%	75%	70%
Rapid Rehousing	73%	80%	61%
<b>Length of Stay (Days)</b>			
Emergency Shelter	51	51	54 days
Transitional Housing	300	300	234 days
Rapid Rehousing	170	170	268 days
<b>Exit Rate to Permanent Housing (% of Households)</b>			
Emergency Shelter	12%	15%	21%
Transitional Housing	70%	75%	57%
Rapid Rehousing	55%	60%	52%

### ***Housing Targets***

The table below shows the year one target and progress for key system and project performance measures that impact reductions in homelessness.

<b>HOUSING TARGETS</b>		
<b>Measure</b>	<b>Target</b>	<b>Actual</b>
	<b>Year 1 21/22</b>	<b>Year 1 21/22</b>
<b>System Permanent Housing Needs (Number of Households)</b>		
HHs Needing a Permanent Housing Placement	1,339	331
HHs Housed Using Existing RRH & PSH	819	184
HHs Housed Using Additional Placements	520	200
<b>Additional Housing Placement Targets (Number of Households)</b>		
Newly constructed PSH and ELI affordable units	200	0
Use of existing inventory (housing subsidies, shared housing, housing problem solving and navigation, property owner engagement etc.)	320	200
<b>New Construction Targets by County (Number of Units)*</b>		
Monterey County	180	0
San Benito County	20	0

\* 545 new construction units are in the pipeline for production as of June 2022.



## ACKNOWLEDGEMENTS

The Coalition of Homeless Services Providers (CHSP) and the Collaborative Planning Group would like to thank the many community stakeholders, organizations, and people with lived experience of homelessness for their participation in the process to implement the Lead Me Home Plan. Thank you to Focus Strategies for technical assistance in implementing the Plan.