COUNTY OF RIVERSIDE DEPARTMENT OF HOUSING AND WORKFORCE SOLUTIONS AND CONTINUUM OF CARE

HOMELESS ACTION PLAN

HWS HOUSING AND WORKFORCE SOLUTIONS

ENGAGE. ENCOURAGE. EQUIP.

Prepared by

LESAR DEVELOPMENT CONSULTANTS

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ACKNOWLEDGMENT

This Homeless Action Plan represents the road map for the County of Riverside, our partner cities, and provider agencies to use as we move to address the crisis of homelessness in Riverside County. The development of this plan, like the work being done and that will be done to address homelessness, has been an effort by people and organizations across the county. This plan could not have been developed without the wholehearted commitment of the those who provided information for this plan, who met with our consulting team, and who provided the support for the plan.

We would like to take this opportunity to thank all the people and organizations that have helped to create this Action plan. First and foremost, I would like to thank the leadership of the County of Riverside, the leadership of the Continuum of Care and the Board of Governance, the incredible non-profit partners, and the dedicated hardworking staff of Housing Workforce Solutions Department.

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All Staff Members of the Department of Housing and Workforce Solutions

All Cities and Local Governments in the County of Riverside

All County of Riverside Continuum of Care Members and Partners

Woven throughout this Homeless Action Plan is the concept that ending homelessness – a mission that can only be carried out when all levels of government, businesses, non-profit organizations, faith-based community, and the community at large in every part of the County join together behind a common vision. We hope that as we read this Action Plan, we will all be inspired to renew our commitment to help in this important effort.

EXECUTIVE SUMMARY

The County of Riverside Continuum of Care (CoC) has, over the past few years, worked very hard to recognize, quantify, and address system needs and gaps. This work is best highlighted by the creation of the Housing and Workforce Solutions Department (HWS). This new department was formed with the recognition that addressing homelessness requires a systems level approach, one that addresses the myriad of factors that contribute to homelessness.

The department continued its work to recognize, quantify, and address system needs and gaps by engaging LeSar Development Consultants (LDC) to add to the work they had done in helping the Board of Governance to develop a strategic plan. As the first stage in the new engagement, LDC produced a Performance Assessment and Gaps Analysis. That document looked at the performance of the CoC through both a qualitative and a quantitative lens. The Performance Assessment identified a number of system challenges and strengths.

The second phase of the work for LDC in the new engagement was to produce a Homeless Action Plan that enumerates actionable steps that the CoC, the County, and its partners can take to end homelessness in Riverside County. The Plan is based on the following five action areas that are the basis for the California Homeless Coordinating and Financing Council's *Action Plan for Preventing and Ending Homelessness in California.*

1. **Strengthen System to Better Prevent and End Homelessness**
2. **Equitably Address the Health, Safety, and Service Needs of People Experiencing Unsheltered Homelessness**
3. **Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing**
4. **Expand and Ensure Equitable Access to Permanent Housing in Our Communities**
5. **Prevent People from Experiencing the Crisis of Homelessness**

Each action area has strategies that, when implemented, will help to achieve the goal of the action area. In turn, each of the strategies has goals and performance metrics against which progress will be measured. Taken together, the plan has the pieces needed to help shape, over the next five years, the homelessness and supportive housing response system in Riverside County to make it possible to end homelessness, by reaching functional zero in Riverside County.

The plan is an ambitious one. It is deliberately designed to address one of the main themes that came up in the performance assessment – that the system reflects degrees of disunity in the approach to ending homelessness across the region. This was characterized by differing approaches to addressing homelessness and disconnected services, most notably in the differing responses to outreach and engagement. As the performance assessment notes, this results in a system that could be difficult to navigate for people experiencing homelessness and that may not be as effective as it could be.

In order to impact this system fragmentation, the CoC and Riverside County will need to address each action area simultaneously. Changes in one part of the system, like addressing the availability of services in under resourced areas, will require changes in another part of the system, such as the approach to funding. Although the CoC could decide to implement the plan in a linear fashion, efforts will be much more effective if they are done in parallel across the five action areas.

LDC staff has had the opportunity over the past two years to work closely with the BoG, the leadership of the CoC, and the staff of the newly formed Department Housing and Workforce Solutions. In that time, we have seen the capacity of the system grow enormously. Although the Action Plan is ambitious, it is the opinion of LDC that the Riverside County Continuum of Care and its' partners have the ability, the will, and the capacity to implement it.

LETTER FROM THE HOUSING AND WORKFORCE SOLUTIONS DIRECTOR

Homelessness is one of the most challenging and complex social issues that we face today. To meet this challenge, we must move forward collectively, with a strong private-public partnership committed to a shared mission and vision. We must also move forward with clear strategies and goals that deliver the result we are all looking for – an end to homelessness within Riverside County.

As the Director of the Housing and Workforce Solutions Department of the County of Riverside, I am pleased to share our most recent Homeless Action Plan which will guide our work onward. This plan is the culmination of two years of comprehensive planning led by LeSar Development Consultants, the Board of Governance and the Continuum of Care.

In this Homeless Action Plan, we commit our energies to five action areas which will define our focus and programming. We believe that these action areas will enhance the homeless system of care, increase shelter capacity and permanent supportive housing units and will significantly improve outcomes. I look forward to working with all of you to achieve these goals and to provide a home for all of our homeless residents in Riverside County.

Heidi Marshall
Director
Housing and Workforce Solutions

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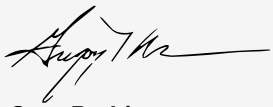
LETTER FROM THE CONTINUUM OF CARE & BOARD OF GOVERNANCE CHAIRS & VICE CHAIRS

We are very pleased to be able to present this Homeless Action Plan to you. This Plan represents the culmination of two years of work with our dedicated homeless service providers, county agencies, cities, and regional governments. The work to develop this plan has helped the Board of Governance and the Continuum of Care to continue their evolution to become more guided by data and focused on best practices and outcomes.

We too would like to thank everyone who has helped to create this Action Plan, with a special acknowledgment to the County of Riverside Board of Supervisors for their support in creating overarching systems to address the crisis of homelessness in the county. Additionally, this plan would not have been possible without the work of our incredible Housing and Workforce Solutions management and staff as well as the team from LeSar Development Consultants.

Writing the Action Plan is just the beginning. The real work comes with the implementation of the goals and strategies in the plan. This is a living document, and we will only accomplish the goals and objectives within this plan through a collaborative approach amongst public, private, and non-profit organizations.

We are excited to start this work and hope that you will join us in our efforts to make this Action Plan a reality as, without your help, we would never be able to solve the homeless and housing crisis we face. Together we will make a difference and meaningful impact on people's lives in Riverside County.



Greg Rodriguez
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Karen Roper
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Tammy Marine
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Board of Governance

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Vice Chair
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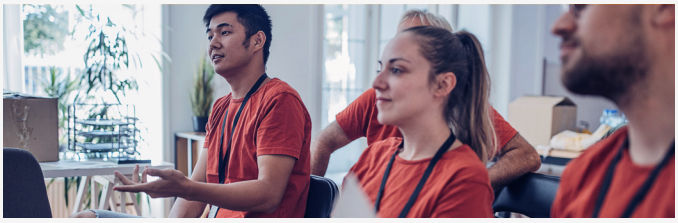
The Riverside County CoC Homeless Action Plan is designed to provide an actionable strategy to preventing and ending homelessness within Riverside County. **This plan lays out the guiding principles, action areas, performance metrics, goals, funding sources, and collaborating agencies necessary to achieving this goal.** This plan promotes evidence-based, person-centered approaches to tailor and right-size the homeless response to address the inflow, service delivery, and outflow relevant to ending homelessness. The plan's regional approach will require ongoing partnership with service providers, cities, regional governments, and Riverside County.

GUIDING PRINCIPLES

The County of Riverside's homeless responses system is driven by the following guiding principles. These guiding principles inform our understanding of, and guide our response to, all aspects of our work. They are the foundation of our efforts to preventing and ending homelessness.

SYSTEM LEVEL



Ending homelessness in the County requires coordinated efforts from multiple systems and sectors. We recognize that an effective homeless response prioritizes multi-system, cross-sector regional collaboration to address the inflows, service delivery, and outflows relevant to ending homelessness. Doing this requires key community leaders to develop capacity and infrastructure around county-level governance, strategic planning, and systems change to support the work toward the articulated goals.

UPLIFTING LIVED EXPERIENCE

The experiences of clients and people with lived experience are legitimate and important primary data sources, and their voices need to be included in the planning and system design. We strive to move away from a paternalistic system that assumes we know what is best for individuals, families, and communities but instead opens the dialogue for regular feedback and partnership in planning and decision-making. Through the development of systematized feedback mechanisms that integrate the daily lived experiences of clients and their perspectives, we will begin to shift the normative culture to one that prioritizes clients' perspectives as key data points on which to measure the quality and success of systems. By designing with the end-user in mind, centering client experiences as important primary data sources, including those most overrepresented in the system, and increasing client agency in decisions, we can build a more effective, person-centered response. We, as a system, must be accountable for this input because it is a key to our success.

EQUITY CENTERED

Centering a homeless response system on the needs of those most vulnerable and overrepresented within the homeless population builds the capacity of the system to better respond to the needs of all people experiencing homelessness. Black, Indigenous, and People of Color (BIPOC) are significantly overrepresented in the homeless population, a legacy of historical and contemporary structural racism. We will continue to center race equity in our homeless response, disaggregate data to better develop solutions, and look upstream at the inflows and structural roots of homelessness. Alongside these strategies, we will apply a targeted universalism approach, which will set universal goals pursued by targeted processes for specific groups to achieve those goals. Through these strategies, we will rebuild our homeless response system to be anti-racist, ensuring that our outcomes begin to dismantle these historical and contemporary legacies.

HOUSING FIRST

Housing ends homelessness. The Housing First Model is an evidenced-based practice that prioritizes rapid placement and stabilization in permanent housing without service participation requirements or preconditions for entry (such as sobriety, minimum income requirements, criminal record, completion of treatment, participation in services or other conditions that create barriers to entry). Supportive services are offered to maximize housing stability and prevent returns to homelessness. Participation in these services is voluntary and based on the needs and desires of each person. We adhere to and promote the Housing First philosophy in our work to end homelessness. We believe that housing should never be preconditioned, and that, ultimately, a person is no longer homeless when they have a home.

HOUSING AS A HUMAN RIGHT

We will continue to push for the goal that every person has a safe, stable, and affordable place to call home. Our approach to housing is one that merges with a human-rights based approach, which strives for equal opportunity of all residents to adequate housing and to healthy and sustainable communities. We support proposals that move toward a rights-based approach to housing, such as housing as an entitlement, and the expansion of universal housing vouchers, both of which could significantly move the needle towards addressing housing instability and homelessness.

PERSON-CENTERED

We believe that all people deserve to be treated with respect regardless of their housed status. Throughout this document, we refer to “people experiencing homelessness” and “clients” interchangeably. Demeaning language like “the homeless” or “homeless people”, attaches an individual, family, or community to their situational housed status without acknowledging their ability to change. We hope to position people experiencing homelessness as individuals with agency, decision-making, and dignity within a system that provides services to them. We believe in the strengths of people experiencing homelessness and will adopt person-centered approaches that account for past trauma, personal strengths, client confidentiality, and individual choice.

OUTCOMES FOCUSED

We embrace the value of creatively looking for solutions that expand on current best practices and person-centered approaches. We will measure our success not on our intentions, but on our outcomes to preventing and ending homelessness and creating healthy and equitable communities for all.

MOVING TOWARDS FUNCTIONAL ZERO

Functional Zero recognizes that as long as there is poverty, there will always be people who experience homelessness or who are at risk of experiencing homelessness. The functional zero approach describes the situation in a community where homelessness has become manageable — where the availability of services and resources match or exceed the demand for them from the target population. In a system that has achieved functional zero, the inflow, the number of persons experiencing homelessness for the first time, does not exceed the outflow, the number of persons who gain access to permanent housing. When this balance is achieved, the rate of persons experiencing homelessness will be effectively or functionally zero.

HOMELESSNESS IN COUNTY OF RIVERSIDE

According to the 2020 Point-in-Time (PIT) count, there were **2,884 individuals experiencing homelessness in Riverside County**, a 3% increase from 2019 and 16.8% increase from 2015. About 75% of the individuals counted in 2020 were unsheltered — sleeping in cars, outdoors, or in other places not intended for human habitation. From 2019 to 2020, there was a 5% increase in unsheltered homelessness and a 5% decrease in sheltered homelessness. There was also a 19.4% decrease in chronic homelessness. Within the chronically homeless population, there was a 29% decrease in the unsheltered population and a 68% increase in the sheltered population. The overall increase in homelessness from 2019 to 2020 may be due to the 13% increase in the number of volunteers for the PIT count, in addition to increased engagement from leadership in Riverside County.

Some residents of Riverside County are precariously housed, doubled-up or living with friends or family, and are therefore vulnerable to falling into homelessness. Although estimating the number of persons who are precariously housed is difficult given current data, some signals are available. In Riverside County, 3.9% of the households are made up of non-relatives, and 12.1% are made up of non-spouse, non-child family members. In addition, 8.3% of occupied housing units in Riverside County are occupied by more than one person. These are indicators of households that are doubled up and are potentially precariously housed.

The population of persons experiencing homelessness in Riverside County includes families with children and school-aged children, some of whom are going unsheltered. 22,002 total public-school students, or 5.1% of the public-school system's student population, experienced homelessness in 2020. School districts count children as experiencing homelessness when they doubled up. There were 256 youth experiencing unsheltered homelessness, a 41% increase from 2019. This shift was accompanied by a 65% decrease in the count of sheltered youth experiencing homelessness.

The population of persons experiencing homelessness in Riverside County is disproportionately male, Hispanic, Black, and Native American. Males are overrepresented in the population of persons experiencing homelessness at 63%. 55% of the population of persons experiencing homelessness in the PIT Count was classified as Hispanic, compared to 48.9% in 2019 Riverside County's overall population. 18% were classified as Black, compared to 7.8% in Riverside County's overall population. 2.5% of the homeless population was classified as Native American, compared to 1.8% of Riverside County's overall population. 58% of the homeless population were classified as White, compared to 59.9% in Riverside County's overall population.

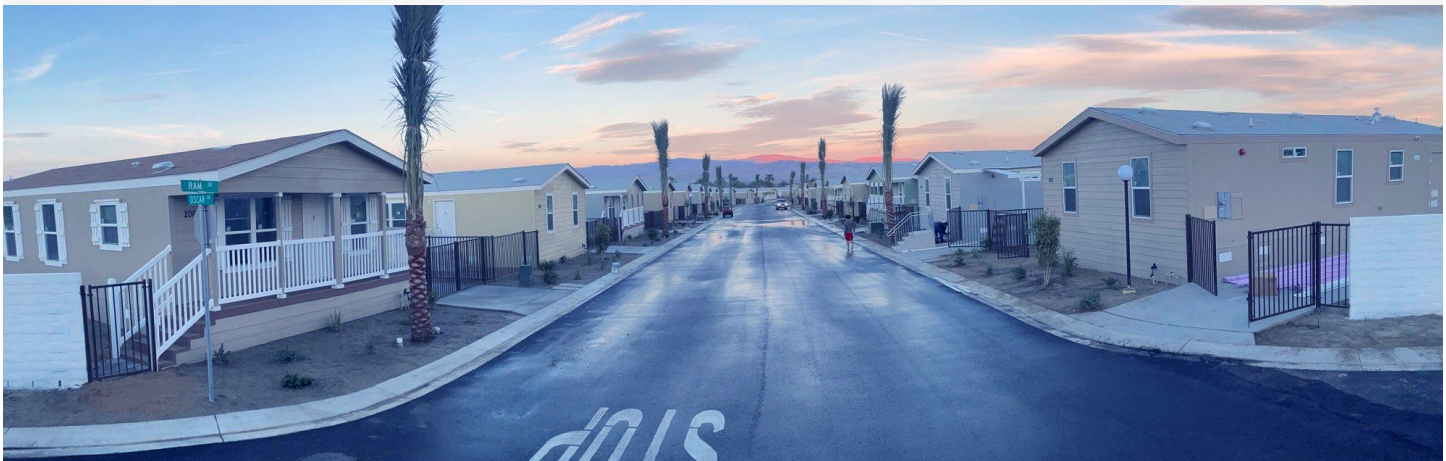
Homelessness in Riverside County must be understood in context of Riverside County's overall lack of affordable housing. The Riverside-San Bernardino-Ontario metropolitan area has one of the most severe shortages of affordable homes in the country, with only 18 affordable and available homes per 100 renter households. 58.6% of Riverside County renters are considered rent burdened by HUD, paying more than 30% of household income on rent. This is higher than state and national averages as, in the same year, 49.6% of American renters and 54.8% of Californian renters were considered rent burdened.

Riverside County's housing stock is mostly composed of single family detached homes, which make up 68.3% of the housing stock. Only 17.4% of the county's housing stock is in a complex with 2 or more units, compared to 31.4% at the state level and 26.3% at the national level. Riverside County also has a rental vacancy rate of 4.8% and a homeowner vacancy rate of 1.9% compared to state vacancy rates of 3.6% for rentals and 1.1% for homeowners.

The Riverside-San Bernardino-Ontario metropolitan area has one of the most severe shortages of affordable homes in the country, with only 18 affordable and available homes per 100 renter households. 58.6% of Riverside County renters are considered rent burdened by HUD, paying more than 30% of household income on rent.

Homelessness in Riverside County should also be viewed in relation to poverty, economic inequality, and overall social vulnerability. The median household income in Riverside County was $67,005, lower than the state-level median household income of $75,235. 13.7% of all people in Riverside County had an income below the federal poverty level. This percentage had been steadily decreasing for at least the past five years, falling from 2015's 16.8%. Despite decreases in poverty, Riverside County also had a 7.5% unemployment rate, higher than the national's 5.3% and the state's 6.1%. In addition, the Agency for Toxic Substances and Disease Registry ranks Riverside County as an area of high social vulnerability. Calculating based off risk factors such as poverty, income, minority status, language, age, and crowding, the agency concluded Riverside County had a social vulnerability index (SVI) score of .7939, with a score of 1 representing the highest possible social vulnerability.

The Southern California Association of Governments allocated 167,351 total units to Riverside County in the 6th cycle Regional Housing Needs Assessment (RHNA). Of these units, 41,995 were for very low-income, 26,473 were for low income, 29,167 were for moderate income, and 69,716 were for above moderate income.



FINDINGS FROM GAPS ANALYSIS

In preparation for the Homeless Plan, LDC conducted a Needs Assessment and Gaps Analysis of the County of Riverside (see appendix). The findings reflected below informed the County of Riverside's Homeless Action Plan.

SYSTEM STRENGTHS

- Creation of the Housing and Workforce Solutions Department
- A Prevention Program that targets the right populations and has strong positive outcomes
- Implementation of a new Homeless Management Information System (HMIS)
- Starting the integration of the Coordinated Entry System (CES) with the new HMIS
- Strong response to the COVID-19 pandemic

SYSTEM CHALLENGES

- A regionalized and fragmented system with underdeveloped services and infrastructure in various parts of the county
- Differing approaches to providing services to persons experiencing homelessness that make the system difficult to access
- Insufficient housing affordable to the extremely low-income population
- Insufficient Permanent Supportive and Rapid Rehousing opportunities
- A need to provide more services to key sub-populations, like Chronically Homeless, Individuals with Mental Illness, Individuals with Substance Use Disorders, Older Adults/Seniors, and Transitional Aged Youth (TAY)
- Significant barriers to entry for people experiencing homelessness to obtain housing in the private rental market
- Fragmented approach to landlord outreach, engagement, and retention
- The lack of flex funds and funding for move-in assistance
- Ineffective cross-sector integration and alignment to address the inflows into homelessness
- System flow where entries into the system outpace successful exits, leading to a net gain of persons in the homeless response system

ALIGNMENT WITH EXISTING FRAMEWORKS AND PLANS

In developing the Homeless Action Plan, the Riverside County CoC ensured alignment with existing frameworks and plans at the national, state, and regional level. The Riverside County CoC Homeless Action plan builds upon and expands on these strategies and efforts.

The national framework set forth by the United States Interagency Council on Homelessness (USICH)- Home Together: The Federal Strategic Plan to Prevent and End Homelessness is focused on strategies that will support communities to make homelessness a rare, brief, and one-time experience. The Home Together plan outlines key objectives, like strengthening system capacity, improving access to low barrier shelter, streamlining coordinated entry, rapidly moving people into permanent housing, and preventing returns to homelessness through homelessness prevention and targeting systems.

To achieve success, the Home Together plan outlines that every community must be able to:

- Quickly identify and engage people at risk of and experiencing homelessness
- Intervene to prevent people from losing their housing and divert people from entering the homelessness services system
- Provide people with immediate access to shelter and crisis services without barriers to entry if homelessness does occur
- Quickly connect people experiencing homelessness to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing

In the development of the Riverside County CoC Homeless Action Plan, we have ensured that core strategies and objectives outlined in the Home Together plan were included in our plan.

At the state level, the California Homeless Coordinating and Financing Council's Action Plan for Preventing and Ending Homelessness in California guides the State's response to homelessness to ensure it is rare, brief, and one-time. The Action Plan outlines key principles and practices that include race equity, lived experience, Housing First, and balancing crisis response and permanent housing solutions.

The Action Plan is divided into five key action areas.

1. **Strengthening Our System to Better Prevent and End Homelessness in California** The Action Plan focuses on racial equity, including people with lived experience, strengthening interjurisdictional coordination, and leveraging cross-sector partnerships.
2. **Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness** To address the needs of people experiencing unsheltered homelessness, the Action Plan focuses on addressing health and safety needs and increasing access to State supported services and supports.
3. **Expanding Communities' Capacity to Provide Safe and Effective Shelter and Interim Housing** The Action Plan looks to expand the availability of housing-placement focused shelter and interim housing.
4. **Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities** Using Housing First approaches, development strategies, and rental assistance programs, the State will expand permanent housing opportunities.
5. **Preventing Californians from Experiencing the Crisis of Homelessness** The Action Plan will focus on reducing entries into homelessness through institutional alignment and providing targeted homelessness prevention and diversion services.

In developing the Riverside County Homeless Action Plan, we oriented the structure to directly align with the California Homeless Coordinating and Financing Council to ensure that, as new initiatives come down from the state, the County of Riverside is well-positioned and aligned in focus and strategies. Many of the sub-strategies outlined in the State's Action Plan are expanded on and made more relevant to the local context within Riverside County.

To ensure effective alignment regionally, the Riverside County CoC has also incorporated existing frameworks and plans from the Riverside County CoC Board of Governance (BoG) Strategic Plan, plans from neighboring Counties (San Diego and Los Angeles), and local city plans.

The goals outlined in the Board of Governance Strategic Plan have been merged and incorporated into the strategies of the Riverside County Homeless Action Plan. The BoG strategic goals include:

- Increase CoC participation
- Improve regional coordination and collaborative efforts
- Streamline CoC structure and committees
- Create a CoC Action Plan
- Create a Core Leadership Working Body focused on Action Orientation
- Plan for the future
- Build capacity among providers, cities, and regional governments
- Launch PR efforts around homelessness, housing, and the CoC
- Use data more effectively
- Evaluate performance consistently

Many of these strategic goals are directly included in Action Area 1: Strengthen System to Better Prevent and End Homelessness.

OVERVIEW OF ACTION AREAS, STRATEGIES, AND GOALS

The vision of homelessness of the Riverside County CoC Homeless Action Plan is to build toward a functional zero system where homelessness is rare, brief, and non-recurring.

Rare: Homelessness will be rare when individuals, families, and communities have protections, services, and supports in place to prevent homelessness.

Brief: Homelessness will be brief when individuals, families, and communities have access to shelter, services, supports, and housing available to help people experiencing homelessness quickly return to permanent housing.

Non-Recurring: Homelessness will be non-recurring when individuals, families, and communities have the protections, services, and supports they need to successfully maintain their housing.

ACTION AREAS AND STRATEGIES

As described above, the Riverside County Homeless Action Plan is aligned with the framework of the California Homeless Coordinating and Financing Council's Action Plan to Prevent and End Homelessness. The Homeless Action Plan also incorporates the strategies of the County of Riverside CoC Board of Governance Strategic Plan adopted in March 2020. The five action areas below comprise the actions necessary to prevent and end homelessness in Riverside County and move towards a functional zero system.

1. **Strengthen System to Better Prevent and End Homelessness**
   - *Strategy 1: Strengthen Leadership and Departmental Capacity*
   - *Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data*
   - *Strategy 3: Implement Prioritization Framework to Address System Flow*
   - *Strategy 4: Utilize Funding Principles Informed by the Prioritization Framework, Provider, City, and Regional Government Performance, and Regional Deficiencies and Needs*
   - *Strategy 5: Strengthen Coordinated Access*
   - *Strategy 6: Enhance Provider, City, and Regional Government's Capacity and System Infrastructure*
   - *Strategy 7: Support Regional, Cross-Sector Alignment and Partnership*
   - *Strategy 8: Refine Communications Efforts Around Homelessness in Riverside County*
   - *Strategy 9: Expand Accountability to Clients*
   - *Strategy 10: Develop Lived Experience Knowledge, Leadership, and Decision-Making*
   - *Strategy 11: Center Race Equity in Homeless Response*
2. **Equitably Address the Health, Safety, and Service Needs of People Experiencing Unsheltered Homelessness**
   - *Strategy 12: Increase Regional Capacity of Homeless Street Outreach*
   - *Strategy 13: Support the Health of People Experiencing Unsheltered Homelessness through Cross-Departmental/Cross-Sector Supports*
   - *Strategy 14: Improve Access for People Experiencing Homelessness*
   - *Strategy 15: Develop Countywide Encampment Management Protocols*
   - *Strategy 16: Support the Decriminalization of Homelessness*
   - *Strategy 17: Develop Training for First Responders*
   - *Strategy 18: Establish Key Resources for Special Populations Experiencing Unsheltered Homelessness*
3. **Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing**
   - *Strategy 19: Increase the Number of Crisis Housing Beds Regionally*
   - *Strategy 20: Refine Crisis Housing Policies and Procedures*

4. **Expand and Ensure Equitable Access to Permanent Housing in Our Communities**
   - *Strategy 21: Advocate for the Increased Production of Affordable Housing*
   - *Strategy 22: Increase Permanent Supportive Housing Units and Capacity*
   - *Strategy 23: Increase Rapid Rehousing Housing Units and Capacity*
   - *Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies*
   - *Strategy 25: Innovate Approaches to Expand Existing Housing Stock*
   - *Strategy 26: Increase Flexible Housing Funds*
   - *Strategy 27: Address Housing Needs of Unique Subpopulations*
   - *Strategy 28: Develop Strategies to Reduce Barriers for People Experiencing Homelessness in Obtaining Housing and to Increase the Speed of Lease-Up Process*
   - *Strategy 29: Expand Housing Access to High Opportunity Neighborhoods, With a Focus on Those with High Social Determinants Of Health*
   - *Strategy 30: Strengthen Approaches to Case Management*
   - *Strategy 31: Leverage Housing Authority Division Resources for People Experiencing Homelessness*
   - *Strategy 32: Continue to Advocate for Legislation Protecting Against Housing Discrimination in Housing Search*
5. **Prevent People from Experiencing the Crisis of Homelessness**
   - *Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services*
   - *Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification*
   - *Strategy 35: Expand Opportunities to Achieve Financial Stability/Economic Mobility Through Employment, Education, Income Supports, and Wealth Generation Programs and Services.*
   - *Strategy 36: Reduce Reentries into Homeless Response System*
   - *Strategy 37: Preserve Vulnerable Housing and Prevent Community Displacement*
   - *Strategy 38: Expand Protections for Renter/Tenants*
   - *Strategy 39: Advocate for the Expansion of a Social Safety Net*

FIVE YEAR REGIONAL GOALS

The following goals are some of the key goals highlighted throughout the remainder of the plan.

ACTION AREA 1	Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year.
ACTION AREA 1 & 2	50% reduction in the length of stay for people experiencing homelessness on the streets and in shelters, such as Street Outreach (SO), Emergency Shelter (ES), Safe Haven (SH), and Transitional Housing (TH).
ACTION AREA 2, 3, & 5	75% reduction in the number of people experiencing unsheltered and sheltered homelessness discharged from institutions or re-entering from the homeless response system.
ACTION AREA 3	25% increase in the number of crisis housing beds (ES, SH, TH) in the system, geographically distributed.
ACTION AREA 4	Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Rehousing [RRH]).
ACTION AREA 5	75% reduction in the number of people experiencing homelessness for first time.

FUTURE STATE

As the Riverside County CoC continues to move toward the goals outlined in this plan, it aims to right-size the homeless response system to ensure that homelessness in Riverside County truly is rare, brief, and nonrecurring. By consolidating leadership, supporting coordination, and addressing regional gaps in services and infrastructure, it will strengthen the system as a whole and build the capacity to better serve the population. Services, resources, and infrastructure will be uniformly administered and distributed equitably across the region so that each subregion has the capacity to address homelessness within their community to help meet larger regional goals.

A robust system of cross-sector alignment will open new opportunities for collaboration and integration that will significantly increase the impact of the homeless response system. Cross-sector initiatives will curb the inflows into homelessness, with targeted measures for

early identification, effective discharge planning, and rapid supports when someone faces housing instability. With advances in data integration and management, a new cross-sector data system, anchored around a unique identifier, could unlock new opportunities for equity analysis, client choice, service utilization, automated connections, and preventative supports.

With new funding frameworks, Riverside County CoC will right-size the homeless response to address the system flow gap by decreasing inflows and increasing successful outflows. By focusing on these strategies in tandem, it will also serve to strengthen the capacity of the system to respond to the housing and shelter needs of the people experiencing homelessness. Increases in prevention strategies, like preservation of vulnerable housing, tenant protections, economic stability supports, and the expansion of social safety net programs, will effectively reduce the number of individuals, families, and communities from falling into homelessness.

By strengthening system capacity, it will significantly reduce the number of people experiencing unsheltered homelessness. As crisis housing options become radically accessible, it will eventually reduce some of the needs for homeless street outreach. Outreach services, when necessary, will be focused on person-centered engagement strategies focused on rapidly ending a person's housing crisis. If an individual does experience homelessness, there will be effective housing supports in rapid rehousing, permanent supportive housing, and other housing interventions to ensure that they can quickly move into safe, decent, and affordable housing in neighborhoods of their choosing. Through leadership, targeted strategies, and vital advocacy, the system can develop enough affordable units to both prevent and end homelessness.

ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT AND END HOMELESSNESS

CURRENT RESPONSE

During the analysis of the system structure, stakeholders highlighted challenges in the regionalized and fragmented nature of the system. This was characterized by contradicting approaches to homelessness, geographic challenges, and the inconsistent administration of direct services across each sub-region. This fragmented approach produces challenges for navigating people experiencing homelessness to access consistent services and supports across the county. Feedback from stakeholders often characterized access to resources as being geographically siloed, with certain regions having critically underdeveloped resources in outreach, shelter, and housing supports.

The inequitable development of services and infrastructure across the system can be attributed in part to certain localities not funding homeless services or housing solutions in their cities. Paired with the increases in people experiencing homelessness, this has led to underdeveloped provider networks and system capacity, placing an inequitable burden on those cities who had invested in such programs or provider networks. The plan's regional approach will require ongoing partnership with service providers, cities, regional governments, and the County of Riverside.

Stakeholders highlighted that data integration and management is underdeveloped and inconsistently applied across the County of Riverside, creating system challenges for administrators to leverage data and difficulties for clients navigating the system.

The creation of the Housing and Workforce Solutions Department (HWS) has started the process to provide the necessary leadership and structure to coalesce these fragmented approaches into a more unified framework and to develop and uphold community-wide standards. The consolidated department is now better positioned to address other system challenges, like cross-sector alignment, data integration and management, service provider, city, regional government capacity, and regional advocacy.

PROPOSED STRATEGIES

Strategy 1: Strengthen Leadership and Departmental Capacity

Leadership by the Housing and Workforce Solutions Department (HWS) around the five focus areas, and corresponding strategies will be important in achieving many of the goals outlined in this plan. To respond to the massive influxes of new funding from state and federal programs, the CoC will continue to develop service provider, city, and regional government capacity. HWS will further develop its own administrative capacity to support initiatives of the CoC. As leaders of the system, HWS will be responsible for addressing system capacity, evaluation, accountability, and advocacy. A key component of this leadership lies within the alignment of the goals and strategies of the CoC and BoG.

- Instill shared values into CoC culture and work to increase CoC participation
- Gain deeper insight into CoC performance and adopt a continuous improvement framework through the use of data
- Develop system for monitoring progress of Homeless Action Plan and other actions of the CoC

- Continue to streamline the CoC structure & committees in alignment with goals outlined in this Homeless Action Plan
- Leverage political will of regional stakeholders over the adoption of priorities and goals outlined in this Homeless Action Plan
- Develop internal operational capacity to support the influx of new spending related activities like RFP responses, HUD technical assistance, etc.
- Lead cross-sector initiatives around data-sharing and discharge planning
- Lead system mapping and regional coordination
- Spearhead the initiative to transform the county's data capacity
- Lead in the development of new funding opportunities with private, philanthropic, and public sources, including cross-sector braiding of funding with housing/homeless system resources
- Develop Riverside County CoC Policy Agenda to address items like tenant protections, decriminalization, etc.
- Refine and develop program specific guidance, policies, procedures, and trainings to develop capacity regionally
- Support the enhancement/development of sub-regional infrastructure, specifically in subregions without developed infrastructure, to implement Homeless Action Plan strategies
- Engage cities and tribal lands to implement goals outlined in the Homeless Action Plan

Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data

Building a complete picture of a client's movement within the homeless response system will require eliminating data silos. This necessitates greater usage of HMIS/CES across the region and cross-department data sharing with the HWS division. Riverside County CoC will continue to establish processes that allow the CoC to govern and improve data collection practices and evaluation system wide. Data-driven decision-making and strategic use of resources will be essential for transforming our homeless services system.

- Increase the use of HMIS data for evaluating and reporting on program and system outcomes
- Expand system and program level reporting to inform funding and policy decisions
- Ensure that all contracts that fund services to address homelessness require participation in HMIS protocol, trainings, monitoring, and procedures
- Expand services and programs in HMIS so that HMIS is the main repository for all programs addressing homelessness
- Create public-facing dashboards based on the goals outlined in the Homeless Action Plan and System Performance Measures
- Use data to assess the intersectionality of race, ethnicity, disability, gender, and age within the homeless response system across program types to ensure equitable access and delivery of services for overrepresented groups
- Refine mechanisms for improving HMIS data entry and data quality, especially for front-line staff at shelters, day centers, and access centers where client turnover creates challenges for data quality
- Develop mechanisms to track real-time availability of shelter and housing units within the system
- Develop reporting structure to report on key data indicators at sub-regional and city specific level

Strategy 3: Implement Prioritization Framework to Address System Flow

Implementing the strategies of the Homeless Action Plan will involve developing and adopting funding principles and a countywide prioritization framework that are rooted in the five action areas of the plan. Future funded projects will look to be aligned with a best practice model, such as the All Home California's 1-2-4 Framework[1]. In order to address system flow, the homeless response system needs to place an emphasis on reducing the inflows into homelessness and increasing the outflows, or exits, from homelessness. Currently, the County of Riverside has a net gain, as inflows are outpacing outflows.

To correct for this system flow gap, the County of Riverside and its partners will reorient the system's resources and investments to prioritize interventions focused on reducing inflows through prevention activities and increasing outflows to permanent housing, with less prioritization on interventions intended to support interim solutions like emergency shelter. This prioritization framework centers the need to invest in multiple strategies simultaneously while recognizing that there will be regional variation in applying this framework. Some cities or sub-regions that currently have underdeveloped capacity might need to frontload investments in interim solutions, like purchasing motels, while others will orientate their investments in reducing inflows and increasing outflows.

This document does not present specific percentages, proportions, or funding allocations to be assigned to each category, as they are not intended to be fixed, but instead, this framework represents a strategic shift in orientation and investments for all resources that address homelessness and its root causes that prioritize reducing inflows and outflows to end homelessness. The goal of this prioritization framework is to right-size the system flow by decreasing the rate at which people become homeless while reaching equilibrium of interim and permanent housing resources.

[1] www.allhomeca.org/regionalactionplan

- Reducing Inflow: Root Causes and Homelessness Prevention
  - Curtailing the inflows into the homeless response system will require addressing the root causes of homelessness and preventing new individuals, families, or communities from falling into homelessness.
  - Upstreaming solutions by developing equity-centered, regional, and cross-sector collaboration that focuses on preventing people from becoming homeless through homelessness prevention programs, preservation of vulnerable housing and communities, tenant protections, and the production of affordable housing, all of which will begin to address the system flow.
- Increasing Outflow: Housing Solutions and Supportive Services
  - Housing solutions with corresponding supportive services rooted in Housing First, like supportive housing, rapid rehousing, and other flexible housing subsidies and supports are necessary tools to end homelessness.
- Supporting Interim Solutions: Interim and Emergency Options
  - Supporting the needs of unsheltered people experiencing homelessness will be a critical component to humanely addressing homelessness.

Strategy 4: Utilize Funding Principles Informed by the Prioritization Framework, Provider, City, and Regional Government Performance, and Regional Deficiencies and Needs

When allocating new awards, the Riverside County CoC's Funding Principles will consider the prioritization framework, provider's performance, and the gaps in regional deficiencies. The Funding Principles, adopted by the CoC, are attached to each Action Area.

Aligning Funding

Additionally, the Riverside County CoC will work to align funding and strategies across all public sector entities. The system will ensure that public funding aligns with goals and strategies of this plan, will leverage the commitments of private and philanthropic funders, and will align investments to fill gaps and create greater impact. The Riverside County CoC will develop the infrastructure for public and private sectors to come together regularly to discuss funding needs, strategies, and partnerships.

- Map out the number of units/interventions needed for each component of prioritization
- Establish how to quantify and evaluate provider performance
- Identify gaps in regional deficiencies across the system
- Provide technical assistance and training opportunities and adapt program guidelines and guidance
- Expand partnerships with corporations, philanthropic institutions, and individual donors to secure private funding to reduce and prevent homelessness

Strategy 5: Strengthen Coordinated Access

The Riverside County CoC will need to continue to strengthen the Coordinated Entry System (CES) across Riverside County to ensure the system is equipped to correctly identify and prioritize clients for housing and service interventions through a progressive engagement approach.

- Evaluate and refine current system functionality, including access, assessment, prioritization, and matching/referrals to ensure that the system is connecting the highest need, most vulnerable persons in the community to available housing and supportive services equitably
- Conduct an analysis of the VI-SPDAT, highlighting areas of concern around equity, such as racial identity, gender identity, sexual orientation, etc., and identify whether it is the correct assessment tool for Riverside County CoC
- Evaluate, refine, and implement standardized Riverside County CoC CES Policies and Procedures
- Increase housing and program resources connected to CES by targeting and bringing onboard programs and services currently operating outside of CES and HMIS
- Systematize CES reporting, accountability, and evaluation, and align with the Homeless Management Information System (HMIS)
- Integrate cross-departmental referrals into intake processes, like standardized employment readiness assessments that leads to appropriate linkages with employment services or departments
- Integrate case conferencing component within CES

Strategy 6: Enhance Provider, City and Regional Government's Capacity and System Infrastructure

To address gaps in service provider, city, and regional government's capacity and system infrastructure, the Riverside County CoC will invest in increasing service provider, city, and regional government's capacity and system infrastructure in under-resourced regions of the county, addressing the current regionalized response. The County of Riverside will support homeless services providers, cities, and regional governments in building capacity through training, technical assistance, and learning collaboratives. The Riverside County CoC will support cities and regional governments that are investing in the CoC infrastructure by incentivizing city matching funds and city in-kind donations, thereby maximizing Continuum of Care grant investments. Providing this type of support and incentive to cities and regional governments will not only reward those entities

who are investing in addressing homelessness, but it will also encourage other cities to take steps to address the homeless issue.

Improving the service delivery of the region will also require investments in the staff, working to improve the client experience and the health of the system. Staff need to be appropriately compensated, work reasonable hours, and receive regular training. The strains on frontline service provider staff are compounded by the fact that organizations tend to be resource constrained, which limits their ability to hire multidisciplinary teams that could meet the dynamic needs of clients with targeted services. Given these factors, staff turnover is incredibly high, which has a significant impact on the system to deliver services. System and resource knowledge is difficult to develop without consistent staffing, which results in organizations that struggle to maintain consistent procedures, practices, and partnerships, and which do not have the capacity to innovate and improve. An investment in frontline staff, especially staff who have lived experience, is simultaneously an investment in client experience and system performance. Lastly, there needs to be an increase in opportunities to hire individuals with lived experience to bolster relationships and improve service offerings. Career pathways will be developed to provide individuals with lived experience the ability to join the workforce on a provider and administrative level. Recognizing the essential role that frontline staff have in clients' lives, Riverside County must develop mechanisms to staff up, train, and evaluate to support the needs of clients.

- Support service provider expansion to strengthen regional deficiencies
- Develop/Refine CoC community standards/program guidelines for all program types
- Enhance reporting and monitoring procedures to track and support provider performance
- Develop training strategies to improve provider, city, and regional government's capacity. Identify training requirements and required competencies. Training strategies include but are not limited to:
    - Explicit emphasis on racial equity and cultural humility
    - Workshops to identify common errors and mistakes on CoC Grant Applications
    - Workshops to identify common errors and mistakes in performance reports and payment requests
    - Presentations before City Councils on best practices, good neighbor strategies, and leveraging city resources with CoC resources
    - Developing provider, city, and regional government partnerships to fill gaps, enhance services, and collaborate on grant opportunities
- Increase the capacity of providers to implement tailored services, utilizing progressive engagement and Housing First practices that are flexible and responsive to the needs and priorities of individuals. Ensure support for culture shift for providers
- Strengthen provider tables/forums and create learning collaboratives for more frequent capacity building opportunities
- Promote hiring and retention practices to further diversify system staff at all levels to better reflect populations served. Track results of hiring practices to ensure diversity and inclusion are expanded. Encourage organizations to ensure that diverse staff are not limited to entry-level positions but can access the full range of organizational leadership positions
- Improve investments in workforce development for positions who provide direct homeless services by partnering with universities and community colleges to increase the scale and quality of homeless service workers

Strategy 7: Support Regional, Cross-Sector Alignment and Partnership

As inflows into the homeless response system increase, so does the need for cross-sector components and regional alignment necessary to ending homelessness. When communities reach the limits of their ability to optimize the homeless-service sector, there will still be challenges that stand in the way of ending homelessness. This cross-sector alignment initiative is necessary to curb the inflows of people entering the homeless response system. Cross-sector initiatives with healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use, and code enforcement will be developed with the goal of seeking to end a person's housing crisis before it begins. These will be based on targeted measures for early identification, effective discharge planning, and rapid supports when someone faces housing instability.

Riverside County will push to align procurement priorities, goals, deliverables, and timelines according to cross-system or multi-jurisdictional policy priorities and to

develop and institutionalize mechanisms to inform and shape cross-system, multi-jurisdictional policies, and priorities. The Riverside County CoC will work to align funding across sectors.

The Riverside County CoC will look to support shared frameworks and data sharing agreements to align metrics that are centered on customer experience, outcomes, and cross-system policy priorities. Riverside County CoC will work to transform the homeless response system, by integrating data with cross-sector partners with the goal of building a client facing data collection infrastructure anchored by a unique identifier. Riverside County CoC will facilitate working groups that aim to develop the technology to interface with cross-departmental agencies.

- Facilitate working groups around cross-sector/ departmental/multi-jurisdictional collaboration
- Ensure that each sub-region in Riverside County has an effective regular meeting structure around issues related to homelessness aligned with the Riverside County CoC
- Implement unified approach for tracking homelessness across mainstream, cross-sector systems that touch or serve a large proportion of homeless residents and identify ways to "flag" homelessness and respond to "flags" in departmental data systems by rapidly connecting clients to housing and supportive services
- Identify the feasibility, costs, and legality of integrating and sharing data across disparate systems like healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use, and code enforcement
- Develop plans to address the feasibility, costs, and legality of integrating and sharing data across systems towards a central data lake that could spur new opportunities in machine learning and client ownership of data
- Develop standardized screening tools and related protocols for identifying needs across systems and connecting individuals to the right community-based services
- Align strategic planning efforts, task force initiatives and planning committees across all system partners, including all counties, cities, faith communities, philanthropic and business sectors
- Identify internal staff responsible for cross-sector data sharing
- Investigate ways to improve client care coordination through multidisciplinary teams that include the healthcare, mental, and behavioral health sectors
- Strengthen partnerships with the state to increase access to healthcare and supportive services. Improve data sharing across providers, cities, regional governments, and systems to facilitate continuity of care and integrated service delivery

Strategy 8: Refine Communications Efforts Around Homelessness in Riverside County

An important part of the homeless response will be obtaining the necessary buy-in from the public around the efforts that Riverside County CoC is taking to prevent and end homelessness. Due to the visibility of unsheltered street homelessness and encampments, it is important to proactively engage the public around the challenges, activities, and implementations of homeless programs and resources.

- Provide regular, coordinated public communication to inform the public about actions underway, results achieved, and ways to support those efforts
- Prepare public-facing educational materials and articles based on data and information to educate the public on challenges and activities, and to provide updates on the implementation of programs and resources
- Create public facing dashboards around performance toward achieving adopted goals
- Designate a CoC spokesperson/PR representative to manage CoC communications
- Expand public and private sector support for ending and preventing homelessness through increased community engagement. Create a business leaders task force to establish goals and strategies for the business community to support the strategic plan. Areas of focus for the task force could include fundraising, advocacy, job creation, and housing access
- Create a countywide education/PR campaign/ communication strategy that increases awareness about the causes and impacts of homelessness, the ongoing efforts to end homelessness, and addressing NIMBYism concerns
- As a part of a communications strategy, invest in a client facing component that targets those experiencing or at-risk of homelessness through robust multi-media strategies to make access to services intuitive and radically accessible
- Develop opportunities to include the voices of those with lived experience
- Provide opportunities for action and compassion among all residents, housed and homeless, through advocacy, volunteerism, donations, and other initiatives
- Increase community engagement and support for affordable and supportive housing development throughout Riverside County

- Increase the visibility and expand the efforts of successful initiatives that engage faith institutions and individual congregants; initiatives could include advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments

Strategy 9: Expand Accountability to Clients

True accountability to clients will be rooted in increasing client autonomy in decision-making. Currently, clients do not have a role in determining their own service paths or in shaping the system. System transformation requires that clients have power throughout the system to ensure the services, approaches, and outcomes meet their stated needs. To become accountable to clients, the Riverside County CoC must establish system-wide structures and processes to prioritize client feedback as primary data points in the system. That process should be facilitated by a digital transformation process that makes it easier to integrate client data across services and systems to improve experience, coordination, and the ability of system administrators to identify and respond to strengths and weaknesses. This shift to client-centric metrics will represent an important change in how quality and success are measured in this system and bring it closer to representing the realities that clients experience.

- Develop processes and technology for clients to provide feedback on services, with mechanisms to apply feedback data toward service delivery and process improvement
- Continue to develop a system where client choice is paramount
- Ensure that new and existing programs develop within this new framework
- When developing cross-sector data sharing, center the efforts on the benefits to the client experience for people experiencing homelessness
- Work with data team to continue to adopt client-centric metrics
- Provide technical assistance and training opportunities, and adapt program guidelines and guidance

Strategy 10: Develop Lived Experience Knowledge, Leadership, and Decision-Making

Riverside recognizes that integrating the voices of those with lived experience in decision making processes is necessary to developing an effective, person-centered system.

- Actively develop opportunities for persons with lived experience to participate in the development and implementation of regional and sub-regional plans
- Expand the hiring of people with lived experience in regular staff positions (not just peer support roles), and promote leadership development for people with lived experience
- Develop peer certification trainings to prepare individuals for peer support positions in the homeless service system
- Encourage service providers to modify requirements for specific positions to allow the substitution of lived experience in place of education or work experience
- Explore the benefit and feasibility of creating a Lived Experience Advisory Board

Strategy 11: Center Race Equity in Homeless Response

The Riverside County CoC will continue to strengthen a race equity focused response. As the data suggests, Black, Indigenous and People of Color (BIPOC) are significantly overrepresented in the homeless population, a legacy of historical and contemporary structural racism. The homeless response system also plays a role in perpetuating inequities in service provision, access, and mobility. We will continue to center race equity in the homeless response, disaggregate data to better develop solutions, and look upstream at the inflows and structural roots of homelessness. To achieve goals, we will apply a targeted universalism approach, which will set universal goals pursued by targeted processes for specific groups to achieve those goals. Through these strategies we will rebuild the homeless response system to be anti-racist, to ensure all people, especially people of color, have equitable access and opportunity.

- Embed a racial equity lens into all homelessness and housing decisions
- Develop a racial equity impact assessment that will forecast and assess the impacts of new programs and funding decisions
- Incorporate a focus on racial equity data, analysis, and planned activities when submitting and reviewing applications for funding
- Utilize HMIS to analyze data and create public-facing dashboards around racial inequities in experiences of homelessness, provision of services, and outcomes
- Analyze whether housing outcomes and placements perpetuate residential segregation
- Adapt program guidelines, policies, procedures focused on racial equity
- Incorporate a focus on racial equity data, analysis, and planned activities within applications for CoC funded projects and analyze the data and information gathered in response
- Create a plan to move forward on racial equity work that will include system and programmatic actions
- Institute standardized cultural humility, trauma informed care, and anti-racist trainings for CoC programs and system partners
- Align racial equity work in the homelessness sector with other racial equity initiatives in Riverside County

PERFORMANCE METRICS

STRATEGY	PERFORMANCE METRICS	MECHANISMS
SYSTEM PERFORMANCE MEASURES		
Strategy 5: Strengthen Coordinated Access	Number days between referral and contact	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others Riverside County CoC Public Data Dashboards
Strategy 5: Strengthen Coordinated Access	Length of stay in shelter or street	
Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data	Number of System Performance Measures/goals of Homeless Action Plan reflected in public facing dashboards	
Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data **Strategy 11: Center Race Equity in Homeless Response**	Number of programs with demographic data disaggregated in public facing dashboards	
Strategy 9: Expand Accountability to Clients	Client program satisfaction results	
Strategy 3: Implement Prioritization Framework to Address System Flow	Total number of people entering homeless each month	
Strategy 3: Implement Prioritization Framework to Address System Flow	Total number of people exiting to housing each month	
Strategy 3: Implement Prioritization Framework to Address System Flow	Total active people experiencing homelessness each month	
HOUSING INVENTORY MEASURES		
Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data	Real time shelter and housing unit inventory reflected in public facing dashboards	Annual Housing Inventory Count Report, Regional Housing Need Assessment, and other real-time housing inventory tracking mechanisms
PROCESS MEASURES		
Strategy 5: Strengthen Coordinated Access	Functionality of Coordinated Entry System	Various Riverside County and Riverside County CoC process reporting tools. Some process measures will likely need to include the creation of new tools and reporting mechanisms
Strategy 5: Strengthen Coordinated Access	Effectiveness of access, assessment, prioritization, and matching/referrals	
Strategy 5: Strengthen Coordinated Access **Strategy 6: Enhance Provider, City, and Regional Government Capacity and System Infrastructure**	Number of programs/services adhering to Riverside County CoC CES Policies and Procedures	
Strategy 2: Improve County's Ability to Track, Leverage, and Manage Data **Strategy 6: Enhance Provider, City, and Regional Government Capacity and System Infrastructure**	Percentage of programs/services integrated within CES and HMIS	
Strategy 7: Support Regional, Cross-Sector Alignment and Partnership	Number of mainstream/cross-sector systems with data sharing agreements or integrations with homeless response system	
Strategy 7: Support Regional, Cross-Sector Alignment and Partnership	Number of mainstream/cross-sector systems utilizing developed homeless tracking metrics	
Strategy 6: Enhance Provider, City, and Regional Government Capacity and System Infrastructure	Number of/participation trainings, learning collaboratives, provider forums provided	
Strategy 6: Enhance Provider, City, and Regional Government Capacity and System Infrastructure	Program staffing/Caseload ratio per program, Increase provider, city, and regional government capacity	
Strategy 10: Develop Lived Experience Knowledge, Leadership, and Decision-Making **Strategy 11: Center Race Equity in Homeless Response**	Percentage of CoC and service provider staff with Black, Indigenous and People of Color and people with Lived Experience	
Strategy 1: Strengthen Leadership and Departmental Capacity **Strategy 7: Support Regional, Cross-Sector Alignment and Partnership**	Number of new positions created in response to Homeless Action Plan, especially around cross-sector alignment, and partnership	

PROCESS MEASURES CONTINUED		
Strategy 1: Strengthen Leadership and Departmental Capacity **Strategy 8: Refine Communications Efforts Around Homelessness in Riverside County**	Riverside County CoC Policy Agenda	Various Riverside County and Riverside County CoC process reporting tools. Some process measures will likely need to include the creation of new tools and reporting mechanisms
Strategy 3: Implement A Prioritization Framework to Address System Flow **Strategy 4: Utilize Funding Principles Informed by the Prioritization Framework, Provider, City, and Regional Government Performance, and Regional Deficiencies and Needs**	Allocation of Riverside County CoC Awards reflecting units of "Reducing Inflow", "Increasing Outflow", and "Supporting Interim Solutions"	
Strategy 1: Strengthen Leadership and Departmental Capacity **Strategy 4: Utilize Funding Principles Informed by the Prioritization Framework, Provider, City, and Regional Government Performance, and Regional Deficiencies and Needs**	Number of new opportunities generated through private and philanthropic funding	
Strategy 7: Support Regional, Cross-Sector Alignment and Partnership	Number of active cross-sector or regional working groups/partnerships	
Strategy 11: Center Race Equity in Homeless Response	Number of awarded programs/projects that address racial equity	
Strategy 11: Center Race Equity in Homeless Response	Number of Riverside County CoC Policy and Procedures that address racial equity	
Strategy 8: Refine Communications Efforts Around Homelessness in Riverside County	Effectiveness of PR/Communication Campaign	

FIVE YEAR GOALS

The following Five-Year Goals will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: HUD Reporting Tools, Point in Time Count, System Performance Measures, Longitudinal Systems Analysis, Stella, Riverside County CoC Public Data Dashboards, Annual Housing Inventory Count, Regional Housing Need Assessment, other real-time housing inventory tracking mechanisms, and County and Riverside County CoC process reporting tools.

- Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year
- 100% of the programs/services adhere to CES Policies and Procedures
- 100% of programs/services are integrated within CES and HMIS
- 50% reduction in the length of stay (SO, ES, SH, TH)
- System Performance Measures are reflected in public facing dashboards
- 100% of data reports, dashboards, etc. have data disaggregated demographically
- Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types
- Riverside County CoC has increased the number of active partnerships with cross-sector/mainstream systems
- 100% of identified cross-sector/mainstream systems utilize developed homeless tracking metrics and processes
- Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally
- Riverside County CoC has adopted Policy Agenda
- Riverside County CoC tracks client program satisfaction results and uses them to inform decision making
- Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC)
- 100% of awarded projects address racial equity disparities
- 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings
- Riverside County CoC Framework implemented to right-size system flow

FUNDING PRINCIPLES

- Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity
- Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan
- Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY)
- Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities
- Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness
- Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. These include adopting and implementing regional planning, coordination, decision-making, data-sharing, and accountability measures

ACTION AREA 2: EQUITABLY ADDRESS THE HEALTH, SAFETY, AND SERVICES NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS

CURRENT RESPONSE

Stakeholder feedback from the Needs Assessment and Gaps Analysis of the County of Riverside highlighted differing regional approaches to outreach and engagement, with some regions utilizing more enforcement approaches and others implementing more engagement approaches. Enforcement approaches often highlighted a shortage of homeless street outreach services and/or mental and behavioral health services, which results in law enforcement needing to respond to homeless related crises. People experiencing homelessness have far more positive outcomes when engaging with homeless street outreach teams and mental health crisis intervention teams than with law enforcement. This emphasizes the need to further invest these resources and increase the shift to the decriminalization of the homeless response.

Stakeholders highlighted various challenges for people experiencing unsheltered homelessness. The most common challenge reported was the lack of sufficient low-barrier shelter options across the county. In certain regions of the county, there are underdeveloped shelter response systems often resulting in the misalignment of core homeless outreach duties, like shelter service connection to law enforcement. This dynamic places an inequitable burden on communities who already have shelters in their communities. Second, outreach service capacity needs to be expanded across the county to cities that are currently under resourced. While services need to be expanded, this also calls for the need to develop more uniform standards and operating procedures for outreach and engagement across the county, which shifts the responsibilities currently held by law enforcement in certain cities to homeless street outreach teams and mental health response teams. Shifting the entity responding to homeless related issues would be a continued step in decriminalizing the response to homelessness. The complexities of outreach and engagement often come to a point when responding

to encampments, which vary significantly from region to region, encampment to encampment. There currently is not a unified approach to encampment management.

Additionally, accessing services can be difficult for people experiencing unsheltered homelessness, as shelter programs in various parts of the county often require a referral from an organization. The HMIS Administrators Council and CES Oversight Committee have adopted a hybrid "No Wrong Door Approach". Based on the stated procedures of the current system, a homeless individual or family can present at any homeless, housing, and service provider in the geographic area or by accessing a mobile hotline. The CES Lead Agency also highlighted that they have trained Navigators to assist those presenting at any access point within the geographic area. Despite these systems and processes in place, however, stakeholders repeatedly highlighted in interviews the challenges in accessing shelter beds. Keeping staff informed and trained on access to various programs can be difficult given the regionalization, high turnover among frontline staff, and changes in the processes. This lack of consistent and clear flow on how to access the services of the system puts the burden of navigating shelter and housing programs on individuals experiencing homelessness.

There is a need to streamline connection to other vital services, including but not limited to: nutrition assistance, hygiene assistance, substance abuse care, transportation assistance, identification support, income, and benefits support.

PROPOSED STRATEGIES

Strategy 12: Increase Regional Capacity of Homeless Street Outreach

As highlighted above, there are certain regions with underdeveloped homeless street outreach networks. This has led to fragmented outreach responses that are more enforcement focused in some areas and more engagement focused in other areas. The Riverside County CoC will further enhance countywide street outreach services by addressing the gaps in regional variation to create a unified approach centered around engagement, connection to services, harm reduction strategies, and addressing the health, safety, and service needs for people experiencing unsheltered homelessness.

We know that the longer people remain unhoused, the more it negatively effects their physical and mental health, employability, and connection with support networks. One of the key system components for outreach services is to diminish the inflows into chronic homelessness and long-term homelessness. Establishing consistent outreach across the county will reduce the need for more intense housing interventions. The Riverside County CoC will establish a proactive, non-punitive, engagement focused, countywide response to homeless street outreach that focuses on reducing entries into chronic homelessness and increasing street to housing placements.

- Create CoC Homeless Street Outreach Protocol with regional stakeholder that include the standardization of outreach practices, schedules, and engagement strategies and corresponding training across all outreach efforts
- Establish outreach coordination infrastructure in each sub-region
- Leverage person-centered, housing-focused case management with enhanced training in evidence based best practices (e.g., trauma-informed care, critical time intervention, motivational interviewing, and housing first strategies) for service delivery
- Develop encampment management and resolution policies
- Increase access and safety for all to basic hygiene resources, such as bathrooms, showers, and laundry, that accommodate their self-identified race, gender identity, gender expression, etc.
- Increase the number of free public transportation options for people who are unhoused to access services
- Expand the number of outreach teams and staff to ensure appropriate coverage to all sub-regions throughout the county, with specific emphasis on under-resourced communities
- Further develop data initiatives to better track, target, and ensure comprehensive, efficient, and effective delivery of outreach and permanent housing assistance for people experiencing chronic homelessness
- Connect unsheltered individuals directly with rental assistance with the understanding that shelter or transitional housing is not a requirement for unsheltered individuals working with outreach teams to qualify for rental assistance
- Develop programs that support frequent users of public systems, including hospitals, jails or prisons, and shelters, and provide them with supportive housing, significantly reducing returns to the streets
- Develop systems for mental health professionals to intervene in place of law enforcement
- Identify technological strategies to enhance street outreach coordination

Strategy 13: Support the Health of People Experiencing Unsheltered Homelessness through Cross-Departmental/Cross-Sector Supports

Meeting the health needs of people experiencing unsheltered homelessness will require increased behavioral health, mental health, and substance use disorder services and housing supports from Riverside County and its partners. The Riverside County CoC will need to leverage

cross-departmental/cross-sector collaboration to address regionalized service gaps for individuals with conditions related to physical health, Serious Mental Illness (SMI), and Substance Use Disorder (SUD).

- Identify strategies to improve ongoing connectivity for clients referred for mental health services and/or substance use services
- Support communities in implementing multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness
- Increase the number of mobile crisis teams with clinical staff and expand their hours to support individuals experiencing severe mental health and substance use crises
- Increase the number of beds available for substance use treatment and provide the follow-up supportive services needed to prevent relapses
- Increase access to mental health treatment for people who are unhoused and struggling with mental illness
- Develop a plan to eliminate service access and treatment gaps for unsheltered people struggling with chronic and severe mental illness
- Improve health access for people experiencing unsheltered homelessness, including through CalAIM services like Enhanced Care Management and In Lieu of Services
- Develop new, and enhance existing, partnerships between behavioral health and social service providers, neighborhood associations, cities, and regional governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with housing and services with the additional goal of reducing criminal justice system involvement
- Ensure adequate resources are available for proactive and consistent outreach efforts
- Develop multi-disciplinary teams that include homeless street outreach, mental health services, etc.
- Ensure people living outside have adequate access to basic needs
- Engage regional stakeholders to ensure appropriate responses to persons living in vehicles and to ensure adequate safe zones for people to park and receive services while working towards housing

Strategy 14: Improve Access for People Experiencing Homelessness

The Riverside County CoC currently utilizes a hybridized "No Wrong Door Approach," meaning that a homeless individual or family can present at any homeless housing and service provider in the geographic area or by accessing a mobile hotline. A decentralized system is often difficult to navigate for individuals newly experiencing homelessness and makes administering prevention assistance challenging. The number of locations, the varied regional capacities, and the different agencies conducting intakes and providing orientation to the system often results in discrepancies, compromised data, and a wide range of client experiences. The Riverside County CoC will need to continue to refine its hybridized "No Wrong Door Approach," establishing access centers across the region to serve as key nodes, or front doors, within the system. The Riverside County CoC will work to establish system access that is radically accessible to all.

- Refine hybridized "No Wrong Door Approach" by establishing Access Centers/Navigation Centers in key subregions that are focused on providing access to services with a focus on connecting to housing
- Enhance training, standard orientation messaging, and client facing materials to help people experiencing or at-risk of homelessness understand what services and resources are available to them and what the process looks like to access services/housing across the CoC
- Develop a culture of housing-focused problem-solving across all programs that serve as access points (outreach, drop-in centers, access centers, navigation centers, etc.)
- Streamline intake processes for individuals and families experiencing homelessness, including a review of the desirability of the VI-SPDAT through the lens of equity
- Improve protocols for prioritization into emergency shelter, interim housing, medical respite, etc. to ensure that bed availability is real-time
- Improve roles and responsibilities for assisting clients in obtaining housing-related documentation, like IDs, social security cards, proof of income, birth certificates, etc.
- Implement diversion/problem-solving conversations at all points of entry

Strategy 15: Develop Countywide Encampment Management Protocols

As part of the development of Homeless Street Outreach Protocols, the Riverside County CoC will need to develop a Countywide Encampment Management Protocol. This will include best practices in encampment management and person-centered approaches.

- Enhance coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution across the county
- Coordinate between department and agencies to create a coordinated encampment management strategy
- As part of CoC Homeless Street Outreach Protocol, establish guidance on Encampment Management and Resolution Protocols

- Engage cities and other local government entities to utilize encampment guidance of CoC Homeless Street Outreach Protocol

Strategy 16: Support the Decriminalization of Homelessness

As part of the Riverside County CoC's commitment to racial equity and a person-centered approach, the Riverside County CoC will also support policies that move towards the decriminalization of homelessness. Black, Indigenous and People of Color (BIPOC) are disproportionately affected by homelessness and are disproportionately represented in the criminal justice system. Moving towards a decriminalized system will decrease the likelihood of further trauma, decrease time spent outdoors, and reduce criminal charges that are often barriers to housing, employment, and other resources. Not prosecuting chronically or unsheltered homeless people for minor offenses reduces the likelihood that police officers and other system officials will attempt to arrest or institutionalize people experiencing unsheltered homelessness and may reduce interactions between police and people experiencing homelessness overall. Homeless Courts are also another key strategy to resolve these barriers through voluntary, individualized action to satisfy fines, fees, and case dismissal. The County of Riverside should continue to push for alternatives to criminalization policies that are focused on engagement and housing.

- Develop Homeless Street Outreach Protocols to compliment decriminalization advocacy
- Advocate for decriminalizing homelessness responses across the county and state that include pre-adjudication and sentencing alternatives to minimize involvement of people experiencing homelessness in criminal justice system
- Develop processes to ensure greater collaboration between judicial agencies and local alternative courts like Homeless Court and pre-booking diversion resources
- Ensure that Riverside County does not disproportionately enforce existing county ordinances against homeless individuals and families
- Develop an inclusive approach to public space management with non-punitive policies

Strategy 17: Develop Training for First Responders

First responders, like emergency medical services, fire, and law enforcement, frequently respond to homeless related emergencies. In moving towards a responsive, engagement-focused outreach system, the Riverside County CoC will also need to engage and train first responders in integrating evidence based best practices (e.g., trauma-informed care, critical time intervention, motivational interviewing, and housing first strategies) for service delivery. The Riverside County CoC will work in partnership with first responders to develop targeted trainings and protocols for first responders when engaging people experiencing unsheltered homelessness on streets or encampments.

- Co-develop protocol for first responders when engaging people on the streets and encampments with key considerations when engaging with key subpopulations (survivors of domestic violence, individuals with Severe Mental Illness (SMI) or Substance Use Disorder (SUD), Transitional Aged Youth (TAY), older adults/seniors, and dependent adults)
- Ensure that the first responder training and protocol is in alignment with CoC initiated Homeless Outreach Strategy and Encampment Protocols
- Co-design and implement outreach training for first responders that focuses on evidence based best practices in homeless street outreach and service coordination

Strategy 18: Establish Key Resources for Special Populations Experiencing Unsheltered Homelessness

There are specific subpopulations of people experiencing unsheltered homelessness that will need additional considerations and resources to address their health, safety, and service needs. This will include unsheltered chronically homeless, individuals with Severe Mental Illness (SMI), individuals with Substance Use Disorder (SUD), Transitional Aged Youth (TAY), high utilizers of emergency services, survivors fleeing domestic violence, families, and older adults/seniors.

- Refine specific policies and procedures as it relates to needs of unsheltered chronically homeless
- Refine specific policies and procedures as it relates to needs of unsheltered individuals with Severe Mental Illness (SMI)
- Refine specific policies and procedures as it relates to needs of unsheltered individuals with Substance Use Disorder (SUD)
- Refine specific policies and procedures as it relates to needs of unsheltered Transitional Aged Youth (TAY).
- Refine specific policies and procedures as it relates to needs of unsheltered high utilizers of emergency services
- Refine specific policies and procedures as it relates to needs of unsheltered survivors fleeing domestic violence
- Refine specific policies and procedures as it relates to needs of unsheltered families
- Refine specific policies and procedures as it relates to needs of unsheltered older adults/seniors
- Refine specific policies and procedures as it relates to needs of unsheltered LGBTQIA+ individuals

PERFORMANCE METRICS

STRATEGY	PERFORMANCE METRICS	MECHANISMS
SYSTEM PERFORMANCE MEASURES		
Strategy 12: Increase Regional Capacity of Homeless Street Outreach **Strategy 18: Establish Key Resources for Special Populations Experiencing Unsheltered Homelessness**	Number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others Riverside County CoC Public Data Dashboards
Strategy 12: Increase Regional Capacity of Homeless Street Outreach **Strategy 13: Support the Health of People Experiencing Unsheltered Homelessness through Cross-Departmental/Cross-Sector Supports** **Strategy 14: Improve Access for People Experiencing Homelessness**	Length of time a person remains homeless (street and shelter)	
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Successful placement from Street Outreach	
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Number of permanent housing placements from Street Outreach	
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Number of successful contacts with people experiencing unsheltered homelessness	
Strategy 15: Develop Countywide Encampment Management Protocols	Number of encampments	
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Number of people entering into chronic homelessness	
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Geographic distribution of people experiencing unsheltered homelessness (including encampments)	
Strategy 18: Establish Key Resources for Special Populations Experiencing Unsheltered Homelessness	Number of people experiencing unsheltered homelessness discharged from mainstream institutions or re-entering from homeless response system.	
Strategy 14: Improve Access for People Experiencing Homelessness	Geographic distribution of housing access in to CES	
Strategy 14: Improve Access for People Experiencing Homelessness	Demographics of people experiencing homelessness utilizing access and outreach services	
PROCESS MEASURES		
Strategy 12: Increase Regional Capacity of Homeless Street Outreach	Geographic distribution and make-up of homeless street outreach teams/programs	Various Riverside County and Riverside County CoC process reporting tools. Some process measures will likely need to include the creation of new tools and reporting mechanisms
Strategy 16: Support the Decriminalization of Homelessness **Strategy 17: Develop Training for First Responders**	Number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances.	
Strategy 18: Establish Key Resources for Special Populations Experiencing Unsheltered Homelessness	Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.)	

FIVE YEAR GOALS

The following Five-Year Goals will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: HUD Reporting Tools, Point in Time Count, System Performance Measures, Longitudinal Systems Analysis, Stella, Riverside County CoC Public Data Dashboards, Annual Housing Inventory Count, Regional Housing Need Assessment, other real-time housing inventory tracking mechanisms, and County and Riverside County CoC process reporting tools.

- 50% reduction in the number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations across all regions
- 50% reduction in the length of stay (SO, ES, SH, TH)
- 50% increase in successful housing placement from street outreach
- 25% reduction in the number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances
- 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from the homeless response system
- Resources are uniformly accessible across Riverside County regardless of sub-region or client demographics, reflected in CES access data
- 50% increase in successful street outcomes
- Riverside County CoC has adopted Homeless Street Outreach Protocol, including First Responder Training and Encampment Management

FUNDING PRINCIPLES

- Invest in multi-agency, multi-jurisdictional solutions to address the health, safety, and housing needs of people experiencing unsheltered homelessness and staying in encampments.
- Participate in the development of CalAIM initiatives that seek to extend a whole person care approach through the Enhanced Care Management and In Lieu of Services to serve people experiencing unsheltered homelessness.

ACTION AREA 3: EXPAND COMMUNITIES CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTER AND INTERIM HOUSING

CURRENT RESPONSE

Presently there are not enough year-round beds in the Riverside Homeless Response system to provide adequate temporary shelter or interim housing to people experiencing unsheltered homelessness. This was supported by data reflected in Housing Inventory Count and HMIS data underline the increase in unsheltered homelessness.

Stakeholder reported the shelter and interim housing options available as being inaccessible and hard to navigate for people experiencing homelessness. In addition to the system fragmentation, other stakeholders described the inaccessibility reflected in the policies of shelters themselves that place additional barriers on people experiencing homelessness, such as no accommodations for couples, no pets allowed, or curfews.

The COVID-19 pandemic brought new challenges to the region's shelter response. Despite these challenges, however, stakeholders highlighted successes that can be expanded on. The region was able to leverage state-level resources, like Project Roomkey and Project Homekey, to secure hotel and motel rooms for vulnerable people experiencing homelessness. Because of these innovative programs, providers noted that there was an increase in the capacity of low barrier non-congregate shelter options for people experiencing homelessness. With the threat of the pandemic on people experiencing homelessness, there was increased collaboration and problem solving between various agencies to get those most vulnerable into shelter.

PROPOSED STRATEGIES

Strategy 19: Increase the Number of Crisis Housing Beds Regionally

In order to meet the needs of people experiencing unsheltered homelessness, the Riverside County CoC will need to expand the number of crisis housing beds across the region. Through various funding sources and models, including new CalAIM programs and Project Homekey 2.0, the Riverside County CoC will need to increase the number of crisis housing (ES, SH, TH) units to meet the

system needs. As described earlier, to reduce the entries into chronic/long-term homelessness, which is more costly, the Riverside County CoC will ensure coordinated access and a housing focus to ensure throughputs into the system.

- Create more crisis housing, which includes emergency shelter, interim housing, medical respite, domestic violence shelters, faith-based shelters, family shelters, transitional housing, stabilization beds, recuperative care beds, and motel vouchers to meet the specific needs by population and region
- Develop and advance CalAIM proposals seeking to extend statewide the service options available under Whole Person Care and Health Homes Program through the Enhanced Care Management program and In Lieu of Services care coordination and housing services to better address the health care needs of people who are staying in shelter and interim housing sites
- Ensure that there are more public services in neighborhoods developing crisis housing to meet community needs
- Ensure that crisis housing account for the unique needs of specific subpopulations
- Mobilize Homekey resources and other funding sources to support acquisition of sites for use as crisis housing

Strategy 20: Refine Crisis Housing Policies and Procedures

The Riverside County CoC will further refine the policies and procedures of crisis housing, which includes emergency shelter, interim housing, medical respite, domestic violence shelters, faith-based shelters, family shelters, transitional housing, and motel vouchers to be radically accessible, low-barrier, and housing focused. The Riverside County CoC will assess the current state of crisis housing, reform policies and procedures, build capacity in certain regions, and develop real-time bed availability.

- Assess crisis housing coordinated entry and referral patterns to identify regional gaps and under resourced crisis housing capacity
- Ensure that shelter access is equitable through review of data
- Refine best practices for crisis housing that focus on accessibility and are low barrier. Barriers can include lack of privacy, sobriety, curfews, engaging in treatment, animal policy, storage, couples, people of non-binary gender identity
- Move towards a system where shelters are open 24/7
- Establish system wide procedures to track and utilize real-time crisis housing bed availability
- Assess and refine policies and procedures to ensure that crisis housing is centered on housing-focused problem-solving
- Provide technical assistance and guidance that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within shelter and interim housing programs
- Ensure that policies and procedures account for the unique needs of specific subpopulations: Transitional Aged Youth (TAY), high utilizers of emergency services, survivors fleeing domestic violence, families, and LGBTQAI+

PERFORMANCE METRICS

STRATEGY	PERFORMANCE METRICS	MECHANISMS
SYSTEM PERFORMANCE MEASURES		
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Number of people experiencing sheltered homelessness at a point in time and month to month, including key subpopulations	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others Riverside County CoC Public Data Dashboards
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Demographics of people utilizing crisis housing options	
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Length of time a person remains homeless (ES, SH, TH)	
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Number of successful housing placements from crisis housing	
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Percent of returns to homelessness in 6, 12, and 24 months for people connected to crisis housing	
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Number of people experiencing sheltered homelessness discharged from institutions or re-entering from homeless response system	
HOUSING INVENTORY MEASURES		
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Number of crisis housing beds in the system and geographic distribution	Annual Housing Inventory Count Report, Regional Housing Need Assessment, and other real-time housing inventory tracking mechanisms
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Crisis housing bed utilization	
PROCESS MEASURES		
Strategy 19: Increase the Number of Crisis Housing Beds Regionally **Strategy 20: Refine Crisis Housing Policies and Procedures**	Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.)	Various County and Riverside County CoC process reporting tools. Some process measures will likely need to include the creation of new tools and reporting mechanisms

FIVE YEAR GOALS

The following Five-Year Goals will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: HUD Reporting Tools, Point in Time Count, System Performance Measures, Longitudinal Systems Analysis, Stella, Riverside County CoC Public Data Dashboards, Annual Housing Inventory Count, Regional Housing Need Assessment, other real-time housing inventory tracking mechanisms, and County and Riverside County CoC process reporting tools.

- 100% of crisis housing adhere to CoC Policies and Procedures
- 25% increase in the number of crisis housing beds (ES, SH, TH) in the system, geographically distributed
- Increase in the ratio of sheltered to unsheltered homelessness at a point in time and month to month, including key subpopulations
- 50% reduction in the length of stay in crisis housing (ES, SH, TH)
- 50% increase in the number of successful housing placements from crisis housing
- 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from homeless response system

FUNDING PRINCIPLES

- Invest in innovative approaches to expand the supply of safe, humane, housing-placement focused shelter and interim housing models, like Project Homekey/ Roomkey for people experiencing homelessness
- Expand alignment and engagement of healthcare, behavioral health, mental health, and substance use disorder resources in efforts to address health disparities and service needs among people experiencing unsheltered and sheltered homelessness

ACTION AREA 4: EXPAND AND ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES

CURRENT RESPONSE

The shortage of affordable housing is a core driver of the County of Riverside's homelessness crisis. Low vacancy rates, rising rents, low incomes, precarious employment, and a lack of effective social safety nets are all significant contributors to homeless system pressures. The impact of this housing shortage is reflected by challenges of people experiencing homelessness in obtaining housing. Due to the shortage of housing, people experiencing homelessness sometimes spend months or longer on waitlists, searching for suitable units, which exacerbate not only their social and economic instability but also their physical and behavioral health conditions. Research has shown that the increased instability that people experience while waiting for housing directly undermines their ability to achieve long-term stabilization and leads to an increased utilization of services.

A major step in solving homelessness is ensuring that every extremely low-income (ELI) household has access to a home they can afford. Currently in Riverside County, there is a gap of roughly 38,000 homes affordable to ELI households, those earning 30% or less of Area Median Income (AMI), the group most at risk of homelessness. According to two methods of analysis, Riverside County will need an additional 21,000 to 46,000 homes affordable to ELI households to address the homelessness crisis for those currently experiencing homelessness and those facing housing instability. The RHNA estimate of 21,000 is primarily a production goal, meaning it represents the number of homes that must be built. This goal can only be met primarily by producing new homes or converting existing buildings—such as motels, offices, or commercial buildings—into housing. Each locality's RHNA is based on a number given to each region from the state, and then distributed across the region by Southern California Association of Governments (SCAG). The need of about 46,000 additional homes affordable to ELI households does not need to be met by new construction of ELI-affordable units alone. It can be met in a variety of ways, including new construction, maintaining affordability, and reducing cost of housing. This 46,000-unit threshold will secure

enough stable, decent, and affordable housing for those most at-risk of homelessness. This reflects a critical need to increase the development of affordable housing solutions in the region.

When looking at housing interventions, Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) need to be further scaled up to meet the need. This will require supportive strategies in streamlining development and increasing housing stock. Stakeholders highlighted other challenges of the housing response like the accessibility of Housing Choice Vouchers, a fragmented approach to landlord outreach, engagement, and retention, and the unavailability of flex funds, shallow subsidies, and funding for move-in assistance. In feedback from stakeholders, they described that the housing stock of certain cities' is largely inaccessible to people experiencing homelessness, underlining the need to better track housing outcomes geographically to ensure equitable access and opportunity.

When looking at key subpopulations, stakeholders described that Chronically Homeless, Individuals with Mental Illness, Individuals with Substance Use Disorders, Older Adults /Seniors, and Transition Aged Youth (TAY) had inadequate resources or services available to them in Riverside County.

The County of Riverside CoC will work with cities and community partners on a multipronged approach that implements innovative approaches, provides critical support services, and expands housing stock.

PROPOSED STRATEGIES

Strategy 21: Advocate for the Increased Production of Affordable Housing

There currently is a shortfall of units available for the extremely low-income population in the County of Riverside. In order to address the housing and homelessness crises, the County of Riverside will need to work towards developing and implementing a strategy to build enough affordable housing to meet the region's housing needs. The Riverside County CoC, alongside other regional partners, will need to identify and coordinate clear unit production goals and targets. This will require the County of Riverside to leverage a wide array of private, local, state, and federal funding to support the expansion of affordable housing. For individuals, families, and communities that are experiencing homelessness, or are at-risk of homelessness, it will require the equitable development of housing affordable to extremely low-income households.

- Advocate for federal, state, county, and local policies and funding to increase and preserve affordable housing for households earning below 30% Area Median Income (AMI)
- Pursue lower-cost housing typologies, like tiny homes, accessory dwelling units, mobile homes, hotel and motel conversions, prefabricated modular housing, and shipping containers, and innovative housing and financing models
- Identify feasibility to develop affordable and supportive housing on underutilized state, county, and city owned land
- Ensure Riverside County utilizes full funding opportunities from the federal and state governments for housing development
- Advocate for inclusionary housing policies, up zoning, and infill development
- As part of communication strategy, develop strategies to address NIMBY sentiments

Strategy 22: Increase Permanent Supportive Housing Units and Capacity

To meet the needs of people experiencing homelessness, the Riverside County CoC will need to develop additional Permanent Supportive Housing (PSH) units, including site-based, scattered site, and tenant-based. Not only will the Riverside County CoC work towards increasing the total number of units but will also focus on increasing PSH capacity by optimizing utilization, refining system-wide guidelines, and supporting moving on strategies.

- Increase the number of permanent supportive housing stock
- Identify costs associated with developing adequate supply of permanent supportive housing
- Increase access to tenant-based, scattered site Permanent Supportive Housing programs
- Assess coordinated entry, referral patterns to identify regional gaps, and under resourced PSH capacity
- Ensure that PSH programs access is equitable through review of data
- Expand partnerships with behavioral health treatment services through Riverside County and local behavioral health providers to ensure that PSH units are paired with adequate supportive services
- Implement a "moving on" strategy, targeting up to 20% of current PSH residents for transition to general population affordable housing, thus freeing up PSH for new tenants
- Convene stakeholders (housing developers, planning departments, service providers, cities, regional governments) to explore ways to create and streamline permanent supportive housing within context of local housing elements
- Leverage a wide array of private, local, state, and federal funding, including CalAIM and Project Homekey, to support the expansion of a Permanent Supportive Housing

- Improve PSH service quality and fidelity by refining community standards, facilitating trainings, and creating learning collaboratives
- Advocate for the local conditions to develop enough permanent supportive housing to meet the need in our community
- Identify feasibility to develop permanent supportive housing on underutilized State or county owned land
- Optimize utilization through progressive engagement by enabling clients to move to less or more service-intensive housing based on identified need
- Ensure sufficient level of supportive services, which are voluntary, housing first oriented, trauma-informed, and incorporate harm reduction principles

Strategy 23: Increase Rapid Rehousing Housing Units and Capacity

The Riverside County CoC will need to expand Rapid Rehousing (RRH) capacity to meet the needs of single adults, families, and youth as identified in the gaps analysis. Additionally, the Riverside County CoC will also focus on increasing RRH capacity by improving outcomes, refining system-wide guidelines, standardizing assistance, reducing competition among programs, and strengthening move-in supports. Scaling Rapid Rehousing will prevent inflows into long-term homelessness.

- Increase the number of rapid rehousing programs/ units
- Identify costs associated with developing adequate supply of rapid rehousing
- Assess coordinated entry, referral patterns to identify CES integrations, regional gaps, and under resourced RRH capacity
- Ensure that RRH programs access is equitable through review of data
- Improve RRH service quality and fidelity by refining community standards, facilitating trainings, and facilitating learning collaboratives. For those with higher needs, provide longer-term housing assistance and critical time intervention
- Advocate for the local conditions so that expanded RRH is effective in the private rental market
- Optimize utilization through progressive engagement by enabling clients to move to less or more service-intensive housing based on identified need
- Assess outcomes for expanded rapid rehousing programs
- Identify effective practices for rapid rehousing to be effective in high-cost, high-SDOH housing markets
- Strengthen the integration of workforce development/ employment services with RRH

Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies

The current system of landlord outreach, engagement, and retention is decentralized, with homeless service providers, cities, regional governments, housing authorities, and other homeless serving entities each managing their own network of contacts and partnerships. Managing tenant-based programs, like Housing Choice Vouchers and Rapid Rehousing, requires homeless service providers to build up individual networks of partnering landlords or property management companies; if this are not done, it requires clients to find units themselves. This dynamic often leads to competition among providers, resulting in varying quality of housing available to clients from program to program based on the relative success of a program's housing location team. This often leads to unnecessary competition and a prolonged housing search for tenant-based rental assistance programs like RRH, HCV, etc. The County's Housing Authority Division launched its Landlord Incentive Program to expand existing and new relationships with property managers and landlords that should continue to address the disconnected approach to landlord engagement, outreach, and retention in the region. The Riverside County CoC will work towards developing a centralized landlord outreach, engagement, and retention strategy.

- Assess the viability of development of a centralized landlord engagement program with one entity conducting housing outreach for the entire county
- Develop provider facing real-time listings of rental units available to people experiencing homelessness
- Increase the stock of units available to programs, homeless service providers, etc., especially in neighborhoods with high SDOH
- Develop service provider performance standards for issuing timely payments, documentation, processing, and inspections so that experiences for landlords are uniform, regardless of which provider or payment source is being utilized
- Develop additional incentives and supports, like contingency funds, flex funds, mediation services, landlord incentive payments, security deposits, etc.

- Work with property management companies, owners, landlords, apartment associations, and housing developers to secure housing units through developed and formalized partnerships, MOUs, master leasing, etc.
- Incentivize the reduction of screening criteria that screens out prospective tenants with evictions, poor credit, and/or criminal histories
- Track key metrics associated with the housing search and housing lease-up process
- Ensure that trained Housing Locators or Housing Specialists are designated as representatives for the system to ensure consistent messaging and service delivery

Strategy 25: Innovate Approaches to Expand Existing Housing Stock

Alongside some of the other strategies outlined above, the Riverside County CoC will develop innovative approaches to increase housing stock to reduce the time spent locating an adequate unit. These methods of increasing housing stock can also meet the unique need of specific subpopulations and expand housing access and mobility.

- Explore lower-cost housing typologies, like tiny homes, accessory dwelling units, hotel and motel conversions, prefabricated modular housing, and shipping containers
- Explore master leasing at-scale to secure units for people experiencing homelessness
- Develop shared housing program to increase rental options and affordability for clients, with emphasis on private rooms, split leases, etc.
- Expand and scale the use of shallow subsidies and longer-term subsidies

Strategy 26: Increase Flexible Housing Funds

To ensure easier move-ins to permanent housing, mitigate concerns with landlords, and increase access to high-opportunity communities, the Riverside County CoC will need to increase the availability of flexible housing funds. These funds could take the form of one-time payments but could also be more long-term in the form of shallow subsidies.

- Explore possibility of developing Flexible Housing Subsidy Pool similar to other communities
- Expand flexible housing subsidy funds, like shallow subsidies and longer-term subsidies, especially for instances of homelessness prevention, where families are rent burdened
- Expand flexible housing funds to cover one-time expenses like move-in costs

Strategy 27: Address Housing Needs of Unique Subpopulations

As highlighted in the Gaps Analysis, there are key subpopulations of people experiencing homelessness that have insufficient resources and housing supports available to them in Riverside County: Chronically Homeless, Individuals with Mental Illness and/or Substance Use Disorders, Older Adults/Seniors, and Transition Aged Youth (TAY). The Riverside County CoC will work to increase the service and housing supports to meet the unique needs of these subpopulations.

- Assess and expand current programs serving Chronically Homeless
- Assess and expand current programs serving Individuals with Severe Mental Illness (SMI)
- Assess and expand current programs serving Individuals with Substance Use Disorders (SUD)
- Assess and expand current programs serving Transition Aged Youth (TAY)
- Assess and expand current programs serving Older Adults/Seniors
- Assess and expand current programs serving LGBTQAI+

Strategy 28: Develop Strategies to Reduce Barriers for People Experiencing Homelessness in Obtaining Housing and to Increase the Speed of Lease-Up Process

Once connected to services, people experiencing homelessness still face many barriers to obtaining housing. Some of these are addressed in previous strategies around landlord engagement and flexible spending. The Riverside County CoC will look to develop programs and processes that address some of these barriers to housing like, poor credit/debt, evictions on record, criminal background, and housing documentation. By reducing these barriers, it will decrease the time it takes for the housing search.

- Assess and establish programs and processes for individuals experiencing homelessness to improve credit and pay off debts
- Assess and establish programs and processes for individuals experiencing homelessness that have evictions on record
- Assess and establish programs and processes for individuals experiencing homelessness that have criminal justice issues on record
- Assess and establish programs and processes for individuals experiencing homelessness to expedite documentation necessary for housing, like social security card, identification card, birth certificates, and proof of income documentation
- Assess and establish universal housing application for all programs across Riverside County

- Clarify, contractually and through training, the expectations regarding roles and responsibilities of shelter case managers, outreach workers, and housing case managers in getting clients document-ready and establish & record performance metrics to track progress
- Identify additional ways to expedite the housing search and lease up process

Strategy 29: Expand Housing Access to High Opportunity Neighborhoods, With a Focus on Those with High Social Determinants Of Health (SDOH)

Due to market and other factors, not all cities in the County of Riverside are accessible to people experiencing homelessness to obtain housing. These cities are often characterized as high-income cities. Cities that were characterized as having high social determinants of health were inaccessible for people experiencing homelessness. Cities with high social determinants of health have access to quality employment, education, healthcare, transportation, supermarkets, housing, green spaces, clean air and water, public safety, etc.

Riverside will track housing placements at the ZIP code level for Permanent Supportive Housing, Rapid Rehousing, Housing Choice Voucher (Section 8), or other types of housing interventions to analyze larger trends around racial equity, concentrations of poverty, and social determinants of health. The County of Riverside will use this data to make informed policy or programmatic design modifications to ensure that neighborhoods with high social determinants of health are accessible to people experiencing homelessness and that the outcomes of the homeless response system do not perpetuate residential segregation or the concentration of poverty. Instead, they are centered on equity, access, and mobility. Changes to policy could include revised payment standards or shallow subsidies to incentivize landlords in high social determinants of health areas.

- Track housing placements in HMIS at the zip code level to analyze regional trends
- Create a framework and policy recommendations to increase housing placements in opportunity neighborhoods with high social determinants of health
- Ensure homeless housing stock and services are geographically located to allow, whenever possible, for the needs of individuals and families to be met in their own communities.
- Explore incentivization strategies to promote move-ins in neighborhoods with high SDOH

Strategy 30: Strengthen Approaches to Case Management

As part of developing service provider, city, and regional government capacity, the Riverside County CoC will continue to push for person-centered, housing-focused case management with enhanced training in evidence based best practices such as: trauma-informed care, non-violent crisis intervention, peer supports, strength-based case management, critical time intervention, motivational interviewing, progressive engagement, cultural humility, racial equity, and housing first strategies.

- Assess and refine policies and procedures to ensure that services are applying best practices in case management
- Develop training around best practice approaches to case management to improve provider, city, and regional government capacity
- Strengthen provider tables/forums and create learning collaborative for more frequent capacity building opportunities around best practice approaches to case management

Strategy 31: Leverage Housing Authority Division Resources for People Experiencing Homelessness

The County of Riverside will continue leveraging Housing Authority Division resources, like the Housing Choice Voucher program, to better serve people experiencing homelessness.

- Increase advocacy for the expansion of the Housing Choice Voucher program

Strategy 32: Continue to Advocate for Legislation Protecting Against Housing Discrimination in Housing Search

The intersections of homelessness on race, ethnicity, gender, sexual orientation, age, family size, criminal history, disability status, and income source often is seen clearly in the various forms of discrimination that people experiencing homelessness face when applying for units in the private rental market and, in some cases, in homeless dedicated housing. The County of Riverside will continue to push for better protections against housing discrimination. The County of Riverside will also seek to increase its partnerships with legal aid organizations to develop mechanisms for better enforcement of existing protections. As part of the centralized landlord engagement described above, the County of Riverside will also elevate this in partnership with industry leaders.

- Advocate for the legislation protecting against housing discrimination
- Establish partnerships and mechanisms for better tracking and enforcement of existing protections

PERFORMANCE METRICS

STRATEGY	PERFORMANCE METRICS	MECHANISMS
SYSTEM PERFORMANCE MEASURES		
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Number of people utilizing housing intervention, including PSH and RRH, at a point in time and month to month, including key subpopulations	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others Riverside County CoC Public Data Dashboards
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Demographics of different housing interventions, including PSH and RRH	
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Number of clients that successfully exit housing interventions, including PSH and RRH	
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Number of clients that successfully retain housing, including PSH and RRH, for 6,12, 24 months	
Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies **Strategy 25: Innovate Approaches to Expand Existing Housing Stock** **Strategy 26: Increase Flexible Housing Funds** **Strategy 28: Develop Strategies to Reduce Barriers for People Experiencing Homelessness in Obtaining Housing and to Increase the Speed of Lease-Up Process**	Length of time during housing search	
Strategy 26: Increase Flexible Housing Funds	Outcomes of flexible funds issued, including one-time payments and shallow subsidies	
HOUSING INVENTORY MEASURES		
Strategy 21: Advocate for the Increased Production of Affordable Housing	Number of housing units affordable to extremely low-income population, both currently and in the pipeline	Annual Housing Inventory Count Report, Regional Housing Need Assessment, and other real-time housing inventory tracking mechanisms
Strategy 22: Increase Permanent Supportive Housing Units and Capacity	Number of Permanent Supportive Housing Units, both tenant-based and project-based, currently and in pipeline	
Strategy 23: Increase Rapid Rehousing Housing Units and Capacity	Number of Rapid Rehousing Program Units	
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Utilization rates for housing interventions, including PSH and RRH	
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity/ Strategy 29: Expand Housing Access to High Opportunity Neighborhoods, With a Focus on Those with High Social Determinants of Health**	Zip codes of housing placements for housing interventions, including PSH and RRH	
Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies **Strategy 25: Innovate Approaches to Expand Existing Housing Stock** **Strategy 29: Expand Housing Access to High Opportunity Neighborhoods, With a Focus on Those with High Social Determinants of Health**	Number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing	

HOUSING INVENTORY MEASURES CONTINUED		
Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies	Average number of real-time unit availability secured by centralized landlord engagement program	Annual Housing Inventory Count Report, Regional Housing Need Assessment, and other real-time housing inventory tracking mechanisms
Strategy 31: Leverage Housing Authority Division Resources for People Experiencing Homelessness	Number of Housing Authority Division vouchers, utilization rate, length of time during housing search, zip code of housing placements, and vouchers set aside for people experiencing homelessness	
PROCESS MEASURES		
Strategy 22: Increase Permanent Supportive Housing Units and Capacity **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Referral pattern for housing interventions, including PSH and RRH	Various County and Riverside County CoC process reporting tools; some process measures will likely need to include the creation of new tools and reporting mechanisms
Strategy 27: Address Housing Needs of Unique Subpopulations **Strategy 30: Strengthen Approaches to Case Management**	Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.)	
Strategy 30: Strengthen Approaches to Case Management **Strategy 22: Increase Permanent Supportive Housing Units and Capacity** **Strategy 23: Increase Rapid Rehousing Housing Units and Capacity**	Number of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH	
Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies	Number of incentives and supports issued through centralized landlord engagement program	
Strategy 24: Develop Centralized Landlord Outreach, Engagement, and Retention Strategies	Number of landlords participating in centralized landlord engagement program, including formalized partnerships	
Strategy 26: Increase Flexible Housing Funds	Number of flexible funds issued, including one-time payments and shallow subsides	
Strategy 28: Develop Strategies to Reduce Barriers for People Experiencing Homelessness in Obtaining Housing and to Increase the Speed of Lease-Up Process	Number of clients with housing barriers, including credit, debt, evictions, criminal justice issues, documentation (social security card, identification card, birth certificate, proof of income, etc.)	
Strategy 32: Continue to Advocate for Legislation Protecting Against Housing Discrimination in Housing Search	Number of housing discrimination instances within Riverside County	

FIVE YEAR GOALS

The following Five-Year Goals will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: HUD Reporting Tools, Point in Time Count, System Performance Measures, Longitudinal Systems Analysis, Stella, Riverside County CoC Public Data Dashboards, Annual Housing Inventory Count, Regional Housing Need Assessment, other real-time housing inventory tracking mechanisms, and County and Riverside County CoC process reporting tools.

- Promote the development of 21,000 units affordable to extremely low-income population
- Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH])
- Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%
- Increase the number of clients that successfully retain housing, including PSH and RRH by 25%
- Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health
- 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH
- Length of time during housing search is reduced by 50%

- Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing
- Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships
- Increase in the number of real-time unit availability secured by centralized landlord engagement program

FUNDING PRINCIPLES

- Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention
- Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities

ACTION AREA 5: PREVENT PEOPLE FROM EXPERIENCING THE CRISIS OF HOMELESSNESS

CURRENT RESPONSE

In order to address the inflow/outflow gap, there will need to be a marked shift towards focusing on prevention whenever possible and on providing housing focused services, which ensure that when homelessness does occur, the experience is rare, brief, and non-recurring. Preventative approaches to homelessness result in better outcomes for individuals and families and provide a higher return on investment, resulting in reduced costs in healthcare, correctional services, and emergency services. Shifting investment away from reactive, emergency solutions towards a strengthened focus on preventative strategies will be critical to reducing the flow of people becoming homeless. This includes increasing early intervention approaches that help people to avoid evictions and maintain their homes as well as diversion services. Enhanced integration with cross-sector regional partners, like healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use and code enforcement systems, are required to reduce pathways into homelessness.

In the Gaps Analysis, stakeholders highlighted the need to improve discharge planning from regional mainstream institutions for people experiencing homelessness. This included institutions like healthcare, mental health, substance use disorder, criminal justice/correctional, child welfare/foster care, and juvenile justice. Similarly, these sectors could improve their efforts to identify people at risk for homelessness and rapidly connect them to services before entering homelessness.

While prevention and diversion program performance has been successful, these programs need to be made more readily accessible to those facing housing instability. Stakeholders noted that resources and programs that assist those at-risk of entering homelessness when faced with eviction, displacement, or housing discrimination could be improved. Stakeholders described that the homeless response system is often ineffective at preventing people from reentering into homelessness, underlining the need for more tracking around reentry and longer term supports.

Lastly, stakeholders often linked economic instability with housing instability. When clients obtain housing, they often need supports to meet their basic financial needs and to gain stable employment. Those supports are essential for homelessness prevention and for eliminating bounce back when individuals return to homelessness after "exiting" the system. Respondents highlighted that the system does not account for this and should begin to prioritize not only permanent housing development but also economic mobility supports that serve as buffers to homelessness.

PROPOSED STRATEGIES

Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services

To curtail the inflows into the homeless system, Riverside County CoC will need to strengthen and expand homelessness prevention, diversion, housing problem solving, and rapid resolution programs across Riverside County. As rent relief and COVID-19 eviction protections end, there will be a renewed need for these types of services.

- Ensure right-sized funding from state and federal resources to homelessness prevention, diversion, housing problem solving, and rapid resolution services and programs. with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program
- Ensure program models utilize flexible financial assistance and housing focused case management to prevent individuals and families from experiencing homelessness
- Develop standardized best practices and procedures for the delivery of homelessness prevention, diversion, housing problem solving, and rapid resolution services and programs; guidance should include baseline standards for housing-focused case management, strengths-based service planning and delivery, and effective strategies for reducing barriers to housing retention
- Evaluate the effectiveness of these interventions as programs are scaled further across the CoC; all homelessness prevention efforts should be tracked in the Homeless Management Information System (HMIS)
- Expand targeted homelessness prevention and diversion outreach and engagement; target services to highest-risk populations and geographies to ensure people and communities at highest risk for homelessness are engaged with housing supports before experiencing literal homelessness
- Develop an automatic process to provide information on homelessness prevention and diversion services when someone is issued a notice to pay or quit or receives an unlawful detainer; by better tracking evictions in the city, programs can target specific zip codes, apartment complexes for prevention services
- Incentivize landlords, apartment associations, etc. to make referrals for their tenants to homelessness prevention and diversion programs
- Target populations should include people who previously exited the homelessness system with housing supports and are at risk of returning to homelessness
- Develop early identification, discharge planning, and cross-sector collaboration
- Include automated referrals for employment, income supports, social safety net services, etc.
- More accurately track at the city and zip code level where an individual and family fell into homelessness and target outreach and supports to those communities
- Disaggregate data by demographics, to identify and address any trends in access and utilization
- Radically increase client facing materials across Riverside County to help people at-risk of homelessness understand what services and resources are available to them and what the process looks like to access prevention services/supports

Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification

To further prevent the system flow gap, the homeless response system will need to address the inflows into homelessness through cross-sector collaboration, discharge planning, and early identification of individuals at-risk for homelessness. Cross-sector collaboration with mainstream system providers, such as healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use and code enforcement, are necessary to create aligned strategies and policies centered on preventing people from falling into homelessness.

- Through data sharing agreements, analyze mainstream system data to understand involvement of people experiencing homeless in mainstream systems before they fell into homelessness to better target solutions
- At points of intake, ensure there is a thorough questioning of how and where an individual became homeless, with an understanding of mainstream systems they may have touched in advance
- Identify and develop specific staff positions responsible for cross-sector collaboration
- Develop strategies based on national best practices for improving discharge planning models and coordination to prevent mainstream systems from discharging individuals without stable housing

- Develop strategies based on national best practices for early identification of people at-risk for homelessness and get them connected to homeless and other mainstream services
- Advocate for necessary resources to incorporate or bring to scale cross-sector collaboration, discharge planning, and early identification
- Set cross-sector goals
- Develop and adopt a universal housing/economic stability screening tool and automated referral processes for individuals and families accessing safety net services
- Expand on initiatives of Whole Person Care and CalAIM to target high utilizers of emergency services

Healthcare (Behavioral Health, Mental Health, Physical Health, Substance Use Disorders)

- Improve care coordination and connections to services and housing for people discharged from hospitals who are homeless
- Continue to develop communication, procedures, processes among hospitals, substance use treatment centers, mental health facilities, health plans, and the homeless system to improve care coordination, early identification, and effective discharge planning for people experiencing homelessness
- Implement CalAIM to provide medically necessary recuperative care placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized
- Identify feasibility of creating targeted positions, like homeless services liaison, at hospitals to assist with discharge planning and care coordination and to prevent discharge of clients to the street

Child Welfare/ Juvenile Justice

- Develop strategies for effective discharge planning for youth exiting foster care and juvenile justice systems, with a focus on earlier interventions and supports for youth around housing and economic stability
- Expand housing programs for families involved in the child welfare system
- Expand and diversify housing programs for foster youth to meet their long-term housing needs, so no foster youth become homeless
- Conduct data match with child welfare system and juvenile legal system to establish baseline data on the number and characteristics of system-involved youth that experience homelessness, with an emphasis on racial disparities within the population; establish targeted intervention strategies
- Continue to develop a long-term plan and strategy for improving health outcomes and the delivery of fully integrated health care services for youth in foster care

Education

- Provide guidance to support schools and universities to develop community collaborations and stronger referral systems to address housing instability and homelessness, and other service needs, among students and their families

Criminal Justice

- Improve coordination and connection to services and housing for people being discharged from criminal justice settings, like incarceration, detention, probation, who are homeless or at risk of homelessness
- Develop process and outcome metrics to support cross-system coordination and goals
- Support the implementation of CalAIM proposals seeking to address needs of people exiting corrections settings through expedited enrollment in Medi-Cal
- Increase supports for households with incarcerated family members to prevent homelessness
- Expand existing and develop new housing and workforce development programs to successfully reintegrate people leaving probation, parole, jails, and prisons into the community
- Offer all homeless inmates' jail in reach services from the beginning of incarceration
- Identify the feasibility of creating targeted positions, like homeless services liaison, at hospitals to assist with discharge planning and care coordination and to prevent discharge of clients to the street
- Promote the creation and implementation of effective re-entry networks and supports with integrated services or robust links to mental health, substance use disorder, housing, case management, employment, and other social services in the community
- Conduct data analysis projects with reentry partners to improve our understanding of individuals at heightened risk of experiencing homelessness upon release, racial disparities that exist among this population, patterns of shelter system utilization, and opportunities to intervene sooner

Older Adults/Seniors

- Identify strategies to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the need for in-home supports and access to licensed adult and senior care facilities
- Improve identification and stabilization of older adults/ seniors at greatest risk of housing loss
- Develop targeted homelessness prevention strategies for older adults/seniors, including development of a data-driven framework for identifying older adults/ seniors at greatest risk of housing loss

- Provide subsidized housing to homeless disabled individuals pursuing SSI
- Support in-home care and long-term care options for older adults/seniors

Strategy 35: Expand Opportunities to Achieve Financial Stability/Economic Mobility Through Employment, Educational, Income Supports, and Wealth Generation Programs and Services.

There is a clear linkage between economic instability and housing instability, with economic instability driving the latter. When clients obtain housing, they often need supports to meet their basic financial needs and to gain stable employment. Those supports are essential for homelessness prevention and for eliminating bounce back when individuals return to homelessness after "exiting" the system. The homeless response system will need to prioritize opportunities to achieve financial stability/economic mobility through employment, education, income support, and wealth generation programs and services.

- Increase the connectivity between the Riverside County Workforce Development Center, income supports, and education and homeless services, like prevention, rapid rehousing, etc. to increase and sustain income
- Expand partnerships with businesses and social enterprises to train and hire people who have experienced homelessness
- Increase access to appropriate services to gain and sustain employment and educational opportunities, such as childcare (or financial assistance for childcare)
- Formalize cross-system agreements to improve access to employment and education programs, and outcomes of people experiencing homelessness
- Improve data collection on the employment and education needs and outcomes of people experiencing homelessness
- Provide training, internships, and mentorships to help people who are unhoused or at risk of homelessness to obtain access to living wage jobs
- Establish countywide SSI and veteran's benefits advocacy programs for people experiencing homelessness or at risk of homelessness, including those in the criminal justice system
- Explore opportunities to expand assessment tools to also screen for income-generating pathways, like employment, and income supports; provide automated referrals
- Identify programs and solutions to develop wealth/equity for people experiencing homelessness and those at-risk of homelessness
- Assess the viability of cash transfers and/or universal basic income (UBI) models to empower people experiencing homelessness or at risk of experiencing homelessness to meet their immediate financial needs
- Support efforts to increase the minimum wage to a living wage in Riverside County

Strategy 36: Reduce Reentries into Homeless Response System

A key component of ending homelessness within Riverside County CoC will be to prevent the reentry of individuals and families back into the homeless response system.

- Track and analyze causes for reentry into the homeless response system
- Identify targeted solutions for anyone re-entering the homeless response system

Strategy 37: Preserve Vulnerable Housing and Prevent Community Displacement

Vital to address the system flow gap is ensuring the preservation of housing affordable to extremely low-income populations to prevent community displacement. As neighborhoods change through processes of development and gentrification, it is essential to ensure that lower-income households are not priced out of the rental market. The Riverside County CoC will work to promote solutions to preserve vulnerable housing and reduce neighborhood displacement.

- Advocate for the creation of a fund to preserve naturally occurring, affordable housing and income restricted affordable housing
- Promote the investments of infill area infrastructure, inclusionary zoning, community land trusts, adaptive reuse, etc.
- Promote the preservation of existing housing stock through long-term affordability covenants
- Advocate for the increased access to homeownership, especially for Black, Indigenous and People of Color (BIPOC) communities
- Advocate for right of first refusal policies

Strategy 38: Expand Protections for Renter/Tenants

To better address the inflows into homelessness, the Riverside County CoC will advocate and push to expand tenant protections and services that support tenants. This will include better tracking of evictions, centralizing and coordinating eviction prevention programs, and supporting other tenant protections.

- Develop a streamlined approach and public facing database to better track evictions/unlawful detainers across Riverside County, greatest impact on older adults/seniors and Black, Indigenous and People of Color (BIPOC)

- Coordinate and centralize eviction prevention programs across Riverside County
- Advocate for the establishment of rent stabilization policies paired with enforceable building standards
- Advocate for the establishment of "just cause" eviction policies
- Develop and support tenant counseling and legal services for tenant facing housing instability and dislocation
- Support a legal right to counsel policy for tenants to prevent evictions
- Support right to remain and right to return ordinances
- Support tenant option to purchase
- Consider developing a tenant advisory council to provide guidance and advice to the city on actions to support tenants and those at-risk of homelessness
- Increase access to civil legal aid in situations where legal advocacy will prevent homelessness (e.g., access to State and Federal benefit programs, SSI/SSDI, etc., foreclosure prevention, immigration, tenant representation, unemployment benefits, ABD, etc.)
- Strengthen local tenant protections impacting people experiencing homelessness and those at-risk of homelessness

Strategy 39: Advocate for the Expansion of a Social Safety Net

Necessary to ending homelessness, the Riverside CoC will continue to advocate for the expansion of social safety net services and mainstream anti-poverty initiatives. This will include expanding supports to housing, healthcare, welfare, income supports, nutrition, and childcare.

- Advocate for the state and the federal government to increase funding and access to safety net services

PERFORMANCE METRICS

STRATEGY	PERFORMANCE METRICS	MECHANISMS
SYSTEM PERFORMANCE MEASURES		
Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services **Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification**	Number of people experiencing homelessness for first time, including regional and demographic breakdown	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others. Riverside County CoC Public Data Dashboards
Strategy 36: Reduce Reentries into Homeless Response System	Number of people returning to homelessness, including regional and demographic breakdown	
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness	
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing	
Strategy 37: Preserve Vulnerable Housing and Prevent Community Displacement **Strategy 38: Expand Protections for Renter/ Tenants**	Number of low-income households that are considered rent-burdened	
Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services	Percentage successful households receiving prevention services, including regional and demographic breakdown	
Strategy 35: Expand Opportunities to Achieve Financial Stability/Economic Mobility Through Employment, Educational, Income Supports, and Wealth Generation Programs and Services	Increases to employment, income, and wealth generation among people experiencing homelessness	

SYSTEM PERFORMANCE MEASURES CONTINUED		
Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services **Strategy 39: Advocate for the Expansion of a Social Safety Net** **Strategy 35: Expand Opportunities to Achieve Financial Stability/Economic Mobility Through Employment, Educational, Income Supports, and Wealth Generation Programs and Services**	Percent of clients still in permanent housing at 6,12-, and 24-months following assistance	Various HUD reporting tools – System Performance Measures Report, Longitudinal Systems Analysis, Stella, and others. Riverside County CoC Public Data Dashboards
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Readmissions and recidivism rates	
Strategy 37: Preserve Vulnerable Housing and Prevent Community Displacement **Strategy 38: Expand Protections for Renter/ Tenants**	Number of evictions across Riverside County, including regional and demographic breakdown	
PROCESS MEASURES		
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Cost saving for discharge planning	Various Riverside County and Riverside County CoC process reporting tools; some process measures will likely need to include the creation of new tools and reporting mechanisms
Strategy 33: Increase Homelessness Prevention, Diversion, and Mediation Services	Number of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion	
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Number of mainstream systems with data sharing agreements or integrations with homeless response system	
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Number of mainstream systems utilizing developed homeless tracking metrics	
Strategy 34: Address Inflows of Homelessness Through Cross-Sector Collaboration, Discharge Planning, and Early Identification	Number of referrals for housing related services from mainstream institutions	

FIVE YEAR GOALS

The following Five-Year Goals will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: HUD Reporting Tools, Point in Time Count, System Performance Measures, Longitudinal Systems Analysis, Stella, Riverside County CoC Public Data Dashboards, Annual Housing Inventory Count, Regional Housing Need Assessment, other real-time housing inventory tracking mechanisms, and Riverside County and Riverside County CoC process reporting tools.

- 75% reduction in the number of people experiencing homelessness for first time
- 75% reduction in the number of people returning to homelessness
- 75% reduction in the number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness
- Increase in the number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing
- Reduction in the number of low-income households that are considered rent-burdened
- Quadruple the number of households receiving prevention services
- Increase employment, income, and wealth generation among people experiencing homelessness
- 25% increase in the percentage of clients still in permanent housing at 6,12-, and 24-months following assistance
- Decrease in the number of evictions across Riverside County, demographics, and geographic breakdown
- 100% of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion

FUNDING PRINCIPLES

- Invest in programs that will immediately address the needs of data-informed special populations, like homeless youth, older adults/seniors, veterans, individuals, and/or families, or prevent them from becoming homeless
- Reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaborative programs
    - Invest in programs focused on reducing entries into homelessness for people re-entering communities from jails and prisons
    - Invest in programs focused on reducing entries into homelessness for youth and young adults connected to the child welfare and/or juvenile justice systems
    - Invest in programs focused on reducing entries into homelessness for people exiting health care settings and programs, including mental health and substance use
- Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness
- Invest in cross-sector partnerships between homelessness services systems and other systems which can support asset and wealth building, including access to educational opportunities and employment services that address the economic instability for people experiencing and exiting homelessness
- Support programs and cross-sector partnerships that prioritize the early identification of households at-risk for homelessness and quickly connect them to services
- Invest in upstream homelessness prevention programs that stabilize individuals, families, and communities, protect vulnerable housing, prevent displacement, and expand tenant protections

FUNDING SOURCES

LEGEND

URGENT: Items requiring immediate consideration and response within next 30 - 120 days

NEW: Updated information on funding awards, potential opportunities, and pending announcements to look into/out for within the next 6 months

NOT NEW: Do not require immediate response

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Affordable Housing	HOME-American Rescue Plan Act	California received ~$667M (direct formula allocation to local jurisdictions + state funding to be further distributed). Riverside was allocated $4.3M.	Direct Allocation: "Participating Jurisdictions (PJs)" that qualified for an annual FY 2021 HOME Program allocation. State funding: cities, counties, developers, and nonprofit Community Housing Development Organizations (CHDOs) that did not receive HOME-ARP funds from HUD.	Tenant-based Rental Assistance Development and support of affordable housing. Supportive housing services (e.g., housing counseling, other services under McKinney-Vento) Acquisition and development of non-congregate shelter.	HUD implementation notice released Sept 2021; PJs can receive 5% of their allocation for planning and administration currently. For PJs to receive the remainder of HOME-ARP funds, they need to develop a HOME-ARP allocation plan and submit it as a substantial amendment to the FY 2021 annual action plan. There is no deadline for submission. CA state is probably also undergoing this process.	The State of California received approximately $155 million in HOME-ARP resources. California cities and counties that are HOME Participating Jurisdictions received allocations of more than $512 million.
Affordable Housing	HOME (2020/21 funding)	$72M	Cities, counties, developers, and nonprofit Community Housing Development Organizations (CHDOs) that did not receive HOME-ARP funds from HUD.	Rental new construction and rehab, First-time Homebuyer Program, Owner-occupied rehab, Tenant-based Rental Assistance	NOFA released from CA HCD on Dec 1, 2021. Applications due at 5pm, March 10, 2022. NOFA workshop webinars are available.	CA HCD NOFA
Affordable Housing	Permanent Local Housing Allocation	~$340M 2021 NOFA	Entitlement formula: metropolitan cities and urban counties allocated a grant for the federal fiscal year 2017 pursuant to the federal CDBG formula non-entitlement formula and competitive grant program: non-entitlement jurisdictions.	Predevelopment, development, acquisition, rehabilitation, and preservation of affordable multifamily, residential live-work, rental housing (including Accessory Dwelling Units), including necessary operating subsidies, Rapid re-housing, rental assistance, supportive/case management services, operating and capital costs for navigation centers and emergency shelters, and the new construction, rehabilitation, and preservation of permanent and transitional housing.	2021 Entitlement and Non-Entitlement Formula Component NOFA released May 2021 with deadline of Dec 31, 2021.	PLHA 2021 NOFA
Community Development	Behavioral Health Continuum Infrastructure Program (BHCIP)	$2.2B	Counties, tribal entities, non-profit, and for-profit entities.	Construct, acquire, and rehabilitate real estate assets, or invest in mobile crisis infrastructure to expand the community continuum of behavioral health treatment resources. Facility types include BH Wellness Centers, Short-term crisis stabilization, Acute and subacute care, Crisis residential, community, and outpatient.	Round 1B: Crisis Care Mobile Units Program Re-Release was available in Nov 2021 with a deadline of Jan 2022. Round 3: applications for Launch-Ready projects will be available in Jan 2022.	RFAs and Applications

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Health (Physical and Behavioral) & Services	Housing and Disability Advocacy Program	$133.75M in noncompetitive allocation $25M in strategic investments. Riverside County received $4.4M in noncompetitive allocation.	Counties and tribes or groups of counties and tribes.	Outreach, case management, disability benefits advocacy, housing assistance, (including housing navigation and direct financial assistance). All four components must be offered to recipients.	NOFA for noncompetitive allocations released Sept 13, 2021. All grantees must submit a Director's Certification by Friday, December 3, 2021, to receive funds. Applications for strategic allocation will be awarded on a first come, first served basis and must be submitted by the Director's Certification deadline of Friday, December 3, 2021.	FY 2021 - 22 NOFA
Interim/ Temporary Housing	Federal Emergency Management Agency (FEMA) Public Assistance Program Category B	100% of eligible expenses	State and local government and nonprofit agencies that meet certain requirements.	Currently, FEMA's Public Assistance Program Category B is reimbursing 100% of expenses for shelter and temporary housing when state public health authorities determine it is needed. Eligible costs: cost of shelter operations, staffing needed to protect public health and safety, food, clothing, toiletries, and other supplies and infrastructure.	Many uses are now eligible for up to 100% reimbursement through April 1, 2022, subject to FEMA authorizations and approval processes, including to support the operation of non-congregate shelter sites.	-
Permanent Housing (PSH + RRH)	Project Homekey	HK 2.0: $1.45B Additional $1.3B likely disbursed within the next 2 years.	Cities, counties, and all other state, regional, and local public entitles, including councils of government, metropolitan planning organizations, and regional transportation planning agencies. Entities may apply independently or jointly with a nonprofit or for-profit corporation as a Co-Applicant.	Acquisition and/or rehabilitation of motels, hotels or other sites and assets to be converted to permanent or interim housing. Master leasing of properties for non-congregate housing, conversion of units from non-residential to residential, new construction, the purchase of affordability covenants and restrictions for units, relocation costs for individuals being displaced as a result of this program, and capitalized operating subsidies for units using funds awarded under the Homekey Round 2 NOFA for FY 2021-22.	NOFA and application have been released. Final Day for Application Bonus Award and Geographic Pools - January 31, 2022. Application Period for Statewide Pool Opens - February 1, 2022. Final Application Due Date - May 2, 2022, or until funds are exhausted, whichever occurs first. Award Announcements are continuous.	Hotel to Housing Case Studies from the National Alliance to End Homelessness (NAEH)Homekey 1.0 Awards
Permanent Housing (PSH + RRH)	No Place Like Home Program (NPLH)	$11.5M to Riverside County for Round 4.	Counties, either solely or with a housing development sponsor.	Funding for permanent supportive housing must utilize low barrier tenant selection practices that prioritize vulnerable populations and offer flexible, voluntary, and individualized supportive services. Counties must commit to provide mental health services and to help coordinate access to other community-based supportive services.	The Round 4 Competitive NOFA was released on October 29, 2021, with applications due January 19, 2022. Awards will be announced in June 2022. This will be the last planned NOFA under the program's current bond authority.	-

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Street Outreach/ Engagement	Encampment Resolution Grants	$47.5M	CoCs, counties, and cities.	Direct Services and Housing Options: street outreach and engagement, housing and/or systems navigation, interim housing, and permanent housing. Capacity Building: service coordination efforts, establishing and strengthening cross-system partnerships, and workforce development, including specialized training and contracting with providers of culturally specific interventions. Sustainable Outcomes: activities and interventions to ensure sustained outcomes for those served and to support sustained restoration of encampment sites to their intended or original state.	HCFC released the request for applications on October 29, 2021. Applications will be due to HCFC no later than December 31, 2021, and initial award determinations shall be made no later than March 1, 2022.	Request for Applications (Oct 2021)
Affordable Housing	California Housing Accelerator	$1.6B	Project sponsors who have been awarded HCD funding for an affordable housing project but were unable to secure tax credits.	Tier 1 prioritizes HCD-funded projects which have previously applied to CDLAC for bonds and 4% tax credits. Tier 2 project criteria may still be in development.	Tier 1 application deadline has already passed. The Tier 2 Project Solicitation and application release date are expected late 2021 or early 2022.	Eligible Uses/ Projects for Tier 1 Details on eligible funding costs for Tier 1
Affordable Housing	Multifamily Housing Program (MHP)	45% of distribution to SoCal, 30% for projects in NorCal, and 20% for projects in rural areas.	Sponsors or their principals must have successfully developed at least one affordable housing project. Individual, JV, partnership, LP, trust, corporation, LLC, Local Public Entity, duly constituted governing body of an Indian reservation or Rancheria, other legal entity, organized on a for-profit, including limited profit, or nonprofit basis.	New construction, rehabilitation, and preservation of permanent and transitional rental housing for lower income households.	HCD SuperNOFA. Expected release Feb 2022; application closing date May - June 2022.	AB 434 SuperNOFA Updates
Affordable Housing	Joe Serna, Jr. Farmworker Housing Grant (FWHG) Program	$50M	Local government agencies, nonprofit corporations, cooperative housing corporations, limited partnerships where all the general partners are nonprofit mutual or public benefit corporations, and federally recognized Indian tribes.	New construction, rehabilitation, and acquisition of owner-occupied and rental units for agricultural workers, with a priority for lower income households. Eligible beneficiaries of funds are households who derive, or prior to retirement or disability derived, a substantial portion of household income from agricultural employment.	HCD SuperNOFA. Draft guidelines end 2021. Expected NOFA release Feb 2022; application closing date May - June 2022.	AB 434 SuperNOFA Updates
Affordable Housing	Infill Infrastructure Grant (IIG) Program	$534.1M - $90M set-aside for small jurisdictions; $160M for large jurisdictions.	One of, or any combination of, the following: (1) A nonprofit or for-profit Developer of a Qualifying Infill Project; (2) A city, county, city and county, public housing authority, or redevelopment agency, or other governing body that has jurisdiction over a Qualifying Infill Area.	A Capital Improvement Project must be an integral part of, or necessary for, the development of either a Qualifying Infill Project or housing designated within a Qualifying Infill Area. Eligible costs include the construction, rehabilitation, demolition, relocation, preservation, and acquisition of infrastructure.	HCD SuperNOFA. Draft guidelines end 2021. Expected NOFA release Feb 2022; application closing date May - June 2022.	AB 434 SuperNOFA Updates

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Building Capacity	SDS Supportive Housing Fund	$150M	TBD	Sole-source financing of permanent supportive housing. RMG serves as the developer and long-term owner of each apartment community.	Not publicly available	As of Oct 2021, currently funding 30 projects in CA, 22 projects in LA County; Video on one project (from May 2021)
Building Capacity	Providing Access and Transforming Health (PATH) funds	$300M in one-time funds (FY 21 - 22). Requesting federal funding of $1.25B over 5 years.	Homeless and Direct Care Providers	Support bridge funding for transitioning services from Whole Person Care pilots to ECM and ILOS; strengthen the IT infrastructure of CBOs that are providing ECM and ILOS services; provide capacity support for CBOs; provide on-the-ground capacity support to facilitate the justice-involved initiative	TBD	Summary of new programs under CalAIM
Community Development	Community Care Expansion Program	$805M	Counties, tribes, non-profit and for-profit entities	Acquisition, construction, and rehabilitation of adult and senior care facilities that serve applicants and recipients of Social Security Income (SSI), including individuals who are at risk of or are experiencing homelessness and those who have behavioral health conditions.	A Request for Applications (RFA) will be released in January 2022.	Listening Session Slides
Flexible Use	Homeless Housing, Assistance and Prevention (HHAP) Grant Program	HHAP 3: $4.2M for Riverside City & County; $1B total HHAP 4: $1B total	CoCs, counties, and cities.	Rapid rehousing, operating subsidies and reserves, street outreach, services coordination, systems support to create regional partnerships, delivery of permanent housing, innovative solutions, including motel/hotel conversion, prevention and shelter diversion to permanent housing, new navigation centers and emergency shelters, with requirement to demonstrate need. For HHAP round 3 (HHAP-3), at least 10% must be for programs serving youth.	HHAP-3 standard agreements for initial allocations (20% - 25% of base funds) were released by the state on September 15, 2021. All eligible grantees submitted their SAA by the statutory deadline of October 15. HHAP 3 NOFA should be released soon (2021 - 22). HHAP 4 funds likely disbursed during FY 22 - 23.	Round 3 allocations
Flexible Use	Coronavirus State and Local Fiscal Recovery Funds	Riverside County received $240M.	Riverside County nonprofits.	The County of Riverside preliminary spending plan proposes an allocation of $50M to housing and homelessness.	Funds can be used to cover costs incurred by December 31, 2024. The County is currently developing the scope of the programs to be funded under each category.	Presentation during the Oct. 20, 2021 board meeting with the framework of allocations within the above categories
Health (Physical and Behavioral) & Services	Pet Assistance and Support (PAS) Program	$10M (FY 21 - 22)	City or county, or a nonprofit corporation that is a "qualified homeless shelter" that commits to meeting a number of conditions relating to provision of services to clients and their pets.	Shelter, food, and basic veterinary services for pets owned by individuals experiencing homelessness, along with staffing and liability insurance related to providing those services. Program grants will be between $100,000 and $200,000.	A NOFA is expected to be released before the end of 2021.	For future funding opportunities, interested parties can subscribe to the Homelessness emailing list to receive notifications and announcements.

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Health (Physical and Behavioral) & Services	Enhanced Care Management (ECM)	-	CalAIM program that will eventually expand to all Medi-Cal members in the state.	Replaces Whole Person Care pilots and Health Homes Program. Services: Outreach and Engagement; Comprehensive Assessment and Care Management Plan; Enhanced Coordination of Care; Health Promotion; Comprehensive Transitional Care; Member and Family Supports; and Coordination of and Referral to Community and Social Support Services.	Phased in by county and Population of Focus from January 2022 through July 2023. Goes live for Riverside County in Jan 2022 for the following populations: Individuals and Families Experiencing Homelessness; High Utilizer Adults; and Adults with SMI/SUD.	Enhanced Care Management and In Lieu of Services
Permanent Housing (PSH + RRH)	Housing for a Healthy California (HHC) Program	$170M	Organization, agency, or other entity (including a public housing agency, a for-profit entity, or a nonprofit entity) that is an Owner or Developer.	Permanent loans for acquisition, rehab, and/or new construction for existing and new supportive housing opportunities. Grants for Capitalized Operating Subsidy Reserves (COSRs). Target population: people who are chronically homeless or homeless and a high-cost health user.	The next NOFA for $170 million is expected to be released at end of 2021.	2021 NOFA Listening Session Slides - Details about upcoming NOFA
Preservation, Community Displacement	Portfolio Reinvestment Program	$300M	Likely local jurisdictions with qualifying projects.	Provide capital to HCD legacy projects about to go market-rate to extend affordability covenants and preserve the state's affordable housing stock. Initial target of 60 to 80 projects, including projects with expired loans and regulatory agreements, as well as other projects at risk of conversion to market-rate over a five-year period.	NOFA Spring 2022	Approved in FY 21 - 22 budget; likely updated on this site.
Prevention, Diversion, Problem-Solving	In Lieu of Services (ILOS)	-	Medi-Cal Managed Care Providers (MCPs); MCPs must applying to the State and obtain State approval to offer the ILOS by demonstrating that all the requirements will be met.	Housing Transition Navigation Services; Recuperative Care (Medical Respite); Day Habilitation Programs; Nursing Facility Transition/Diversion to Assisted Living Facilities; Community Transition Services/Nursing Facility Transition to a Home; Personal Care and Homemaker Services; Environmental Accessibility Adaptations (Home Modifications); Medically Supportive Food/Meals/ Medically Tailored Meals; Sobering Centers; Asthma Remediation	ILOS may be offered by MCPs beginning January 1, 2022. Additional ILOS may be added thereafter on a six-month cadence.	Enhanced Care Management and In Lieu of Services
Special Populations	Veterans Housing and Homelessness Prevention (VHHP) Program	~$300M per funding round	Sponsors cannot have more than two corporate entities between itself and the borrowing entity. Sponsors and Borrowers may be for profit or not-for-profit entities. Any public agency or private entity capable of entering into a contract is eligible to apply, provided they meet the threshold requirements in Guidelines, Section 102.	Acquisition, construction, rehabilitation, and preservation of affordable multifamily housing for veterans and their families to allow veterans to access and maintain housing stability.	HCD SuperNOFA. Draft guidelines end 2021. Expected NOFA release Feb 2022; application closing date May - June 2022.	AB 434 SuperNOFA Updates

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Special Populations	CalWORKs Housing Support Program (HSP)	$190M yearly for FY 21-22 and FY 22-23	County Welfare Departments.	Financial assistance and housing-related wrap-around supportive services, including rental assistance, housing navigation, case management, security deposits, utility payments, legal services, and credit repair. Some funds can be set-aside for purchasing property.	FY 21 - 22 NOFA released in May 2021 with deadlines in June 2021.	FY 21 - 22 RFA Letter
Special Populations	Transitional Housing Program (THP)	$8M for Round 3 (FY 21 - 22)	County child welfare services agencies that demonstrate a need to provide housing for young adults aged 18 to 25 years of age.	Funds shall be used to help young adults who are 18 to 25 years of age secure and maintain housing. Eligible uses: Identifying and assisting housing services, helping this population secure and maintain housing (with priority given to those formerly in the state's foster care or probation system); improving coordination of services and linkages to community resources within the child welfare system and the Homeless Continuum of Care; outreach and targeting to serve those with the most-severe needs.	TBD. The deadline to submit Round 2 THP application was November 12, 2020. No further Round 3 information has been released.	-
Special Populations	Bringing Families Home Program	$92.5M yearly in FY 21-22 and FY 22-23, available over three years	Counties and tribes. 22 counties and one tribe are participating in the July 2019 – June 2022 cycle -- Riverside County is not one of them.	Financial assistance and housing-related wrap-around supportive services for eligible families experiencing homelessness in the child welfare system, including rental assistance, housing navigation, case management, security deposits, utility payments, legal services, and credit repair.	Program was expanded following FY 21 - 22 budget. Announcement of funding availability for new and continuing grantees is forthcoming.	Information on Program Expansion
Special Populations	CalWORKS Homeless Assistance Program	Varies by county - combination of Federal, State, and County funds.	Counties	Temporary HA, which helps families pay the costs of temporary shelter; permanent HA, which helps families secure housing or prevent eviction; security deposit and last month's rent or 2 months arrearages to prevent eviction. Target population: CalWORKs recipients or CalWORKs eligible applicants who are experiencing homelessness or at risk of homelessness.	SB 1065, passed in 2020, streamlines and expands eligibility for HA. Likely implemented mid-late 2022.	All County Letter Regarding Implementation of SB 1065
Building Capacity	FY 2021 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants	~$2.65B was available for FY 2021 NOFO	Continuum's of Care	CoC activities, including: Quickly rehousing homeless individuals, families, persons fleeing domestic violence(and dating violence, sexual assault, and stalking) and youth while minimizing the trauma and dislocation caused by homelessness; promoting access to and effective utilization of mainstream programs by homeless individuals and families; optimizing self-sufficiency among those experiencing homelessness.	NOFO released in Sept 2021 with deadline of Nov 2021.	CoC Program Competition | HUD.gov / U.S. Department of Housing and Urban Development (HUD)

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Community Development	Riverside County CDBG Program	Riverside County received $8M in 2020	Non-Profits, 501(c)(3) Higher Education Institutions, Cooperating Cities, and other Government Agencies/Special Districts.	Community Development (CD) uses: Housing, public improvements, community facilities, public services, planning and technical assistance (PTA), Native American housing and housing-related activities, and Colonia housing needs. Economic Development (ED) uses enterprise funds, planning and technical assistance (PTA), and over-the-counter grants.	Application deadline was Nov 12, 2021.	Riverside County 2022 – 23 CDBG Awards Application
Flexible Use	Emergency Solutions Grants Program in CARES Act (ESG-CV)	California received $949M (direct formula allocation to local jurisdictions + state funding to be further distributed)	Direct Allocation: Distributed to currently approved units of general-purpose local government, known as Administrative Entities (Aes), or directly to the COC, depending on capacity. State funding: Continuum of Care (CoC) service areas that have at least one jurisdiction that does not receive ESG funds directly from HUD.	Street Outreach, Emergency Shelter, Rapid Re-Housing, Homelessness Prevention, and Homeless Management Information System.	Direct allocation: Substantial Amendment/Action Plan Submission to HUD due Aug 2021. State allocation: applications due by October 2021.	HUD Emergency Solutions Grants - CV
Flexible Use	Mental Health Services Act	~$2.3B annually	Counties -- must expend the funds for the required components consistent with a local plan.	Can be used to fund homeless and housing assistance services through the Community Services and Supports (CSS), Prevention and Early Intervention (PEI), Innovation (INN), and Capital Facilities and Technological Needs (CF/TN) components of MHSA.	TBD. Counties with population above 200,000 have three years to expend funds distributed for CSS, PEI, and INN components. Counties with less than 200,000 have five years to expend funds distributed for CSS, PEI and INN components. All counties have ten years to expend funds distributed for CF/TN and WET components.	Riverside County MHSA Plan Update
Health (Physical and Behavioral) & Services	Whole Person Care Pilots	$7M annually for four years	County, a city and county, a health or hospital authority, or a consortium of any of the above entities serving a county or region.	Facilitates the coordination of health, behavioral health, and social services, as applicable, in a patient-centered manner with the goals of improved beneficiary health and wellbeing through more efficient and effective use of resources.	Will be replaced by Enhanced Care Management (ECM) starting Jan 2022.	Riverside County WPC Application
Special Populations	Home Safe Program	$15M from July 2018 to June 2021. Noncompetitive allocations. Riverside received $3.7M for FY 21 - 22. $92.5M yearly for FY 21 - 22 and FY 22 - 23.	Counties or tribes.	Adult Protective Services (APS) clients who are experiencing homelessness or are at imminent risk of homelessness as determined by the adult protective services agency. Financial Assistance: Rental Assistance, utility payments, moving costs, and/or deep cleaning to maintain safe housing. Supportive Services: housing-related intensive case management, eviction prevention, and/or landlord mediation.	On October 15, 2021, CDSS released NOFA on Oct 15, 2021. These funds include non-competitive allocations available to all 58 counties or groups of counties and/or tribes. The deadline for accepting funds is December 3, 2021.	Latest NOFA

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Special Populations	Housing Opportunities for People with AIDS (HOPWA)	FY 2021: $41M	Formula program (90% of funds): MSAs with more than 500,000 people and at least 2,000 HIV/AIDS cases and States with more than 2,000 HIV/AIDS cases outside of eligible MSAs. Awards are contingent upon the submission and approval by HUD of a jurisdiction's Consolidated Plan. Competitive program (10% of funds): States, local governments, and nonprofit organizations.	Formula program: housing information, resource identification, and permanent housing placement; acquisition, rehabilitation, conversion, lease, and repair of facilities to provide short-term shelter and services; new construction; project or tenant-based rental assistance, including for shared housing; and short-term rent, mortgage, and utility payments. Competitive program: Special Projects of National Significance (SPNS): Projects of innovative nature or their potential for replication. New Long-Term Projects: These projects provide housing and services for eligible persons in areas of the nation that did not qualify for HOPWA Formula Program allocations.	FY 2021 competitive program NOFO was announced in April 2021 with an application deadline of June 2021. Awardees announced on 12/1/2021.	-

COLLABORATING AGENCIES/DEPARTMENTS

A number of the Action Areas and their associated strategies require developing and/or deepening partnerships with agencies and partners in both the homeless and the homeless serving sectors. The table below shows groups with which the Continuum of Care and its administrative support systems should work to cultivate relationships.

AGENCY/DEPARTMENT	AREAS OF PARTNERSHIP
CHILD WELFARE SERVICES	TAY support, family support, homeless prevention, early identification, and resolution.
CORONA REGIONAL MEDICAL CENTER	CalAIM coordination and healthcare for those experiencing homelessness.
DESERT HEALTHCARE DISTRICT	CalAIM coordination and healthcare for those experiencing homelessness.
FAITH BASED ORGANIZATIONS	Assistance with supplying food, clothing, and toiletries. Emergency shelters, safe parking, and construction of affordable housing on church properties.
LAW ENFORCEMENT (SHERIFF, CITY POLICE DEPARTMENTS, PROBATION, PAROLE, JAIL, DISTRICT ATTORNEY, PUBLIC DEFENDER)	Outreach, encampment resolution, discharge planning, jail in reach, early identification, and resolution.
REGIONAL ASSOCIATIONS OF GOVERNMENT	Coordination and integration of services.
RIVERSIDE COUNTY ANIMAL SERVICES	Jointly develop strategies to support pet friendly solutions for persons experiencing homelessness.
RIVERSIDE COUNTY BEHAVIORAL HEALTH	Outreach and behavioral health services and support.
RIVERSIDE COUNTY CODE ENFORCEMENT	Work to proactively address encampments in a coordinated manner.
RIVERSIDE COUNTY DEPARTMENT OF EMERGENCY SERVICES	Work to proactively address encampments in a coordinated manner.
RIVERSIDE COUNTY OFFICE OF ECONOMIC DEVELOPMENT	Jointly develop strategies to increase the overall economic stability of the ELI population in the county.

AGENCY/DEPARTMENT	AREAS OF PARTNERSHIP
RIVERSIDE COUNTY OFFICE OF EDUCATION	Early identification of and support for children and families at risk of and/or experiencing homelessness. Establish/enhance year-round breakfast and lunch programs.
RIVERSIDE COUNTY OFFICE ON AGING	Early identification of and support for older adults at risk of and/or experiencing homelessness.
RIVERSIDE COUNTY PARK AND OPEN SPACE DISTRICT	Work to proactively address encampments in a coordinated manner.
RIVERSIDE COUNTY PLANNING DEPARTMENT	Work to identify opportunities to develop more housing affordable to everyone and to increase the production of Permanent Supportive Housing.
RIVERSIDE COUNTY WORKFORCE DEVELOPMENT BOARD	Jointly develop strategies to enhance training programs for persons experiencing homelessness.
RIVERSIDE FLOOD CONTROL	Work to proactively address encampments in a coordinated manner.
RIVERSIDE UNIVERSITY PUBLIC HEALTH SYSTEM	CalAIM coordination and healthcare for those experiencing homelessness.
VETERANS ADMINISTRATION AND RIVERSIDE COUNTY VETERANS SERVICES OFFICE	Funding and services for veterans experiencing homelessness and their families.

PARTNER CITIES IN COUNTY OF RIVERSIDE CONTINUUM OF CARE

City of Banning
City of Beaumont
City of Blythe
City of Calimesa
City of Canyon Lake
City of Cathedral City
City of Coachella
City of Corona
City of Desert Hot Springs
City of Eastvale
City of Hemet
City of Indian Wells
City of Indio
City of Jurupa Valley
City of Indio
City of Jurupa Valley
City of Lake Elsinore
City of La Quinta
City of Menifee
City of Moreno Valley
City of Murrieta
City of Norco
City of Palm Desert
City of Palm Springs
City of Perris
City of Rancho Mirage
City of Riverside
City of San Jacinto
City of Temecula
City of Wildomar

GLOSSARY

AHAR: Annual Homeless Assessment Report

APR: Annual Performance Report (for HUD homeless programs)

CALAIM: California Advancing and Innovating Medi-Cal

CDBG: Community Development Block Grant (CPD program – federal)

CES: Coordinated Entry System

CSBG: Community Services Block Grant

COC: Continuum of Care

CPD: Community Planning and Development (HUD Office)

ES: Emergency Shelter

ESG: Emergency Solutions Grant (CPD – federal program)

FMR: Fair Market Rent (maximum rent for Section 8 rental assistance/ CoC grants)

GR: General Relief

HCD: Housing and Community Development (State office)

HEARTH: Homeless Emergency and Rapid Transition to Housing (HEARTH) Act of 2009

HIC: Housing Inventory Count

HMIS: Homeless Management Information System

HOME: Home Investment Partnerships (CPD program)

HOPWA: Housing Opportunities for Persons with AIDS (CPD program)

HUD: U.S. Department of Housing and Urban Development (federal)

MHSA: Mental Health Services Act

NOFA: Notice of Funding Availability

PHA: Public Housing Authority

PIT COUNT: Point in Time Count

PH: Permanent Housing

PSH: Permanent Supportive Housing

RHNA: Regional Housing Needs Assessment

RRH: Rapid Rehousing

SAMHSA: Substance Abuse & Mental Health Services Administration

SH: Supportive Housing

SMI: Severe Mental Illness

SNAPS: Office of Special Needs Assistance Program (HUD office overseeing CoC)

SO: Street Outreach

SOAR: SSI/SSDI Outreach, Access, and Recovery (SSI/SSDI Application program)

SRO: Single-Room Occupancy housing units

SSA: Social Security Administration

SSDI: Social Security Disability Income

SSI: Supplemental Security Income

SUD: Substance Use Disorder

TA: Technical Assistance

TANF: Temporary Assistance to Needy Families

TAY: Transition Age Youth (usually ages 16-24)

TH: Transitional Housing

VA: Veterans Affairs (U.S. Department of)

VASH: Veterans Affairs Supportive Housing

VI-SPDT: Vulnerability Index and Service Prioritization Decision Assistance Tool

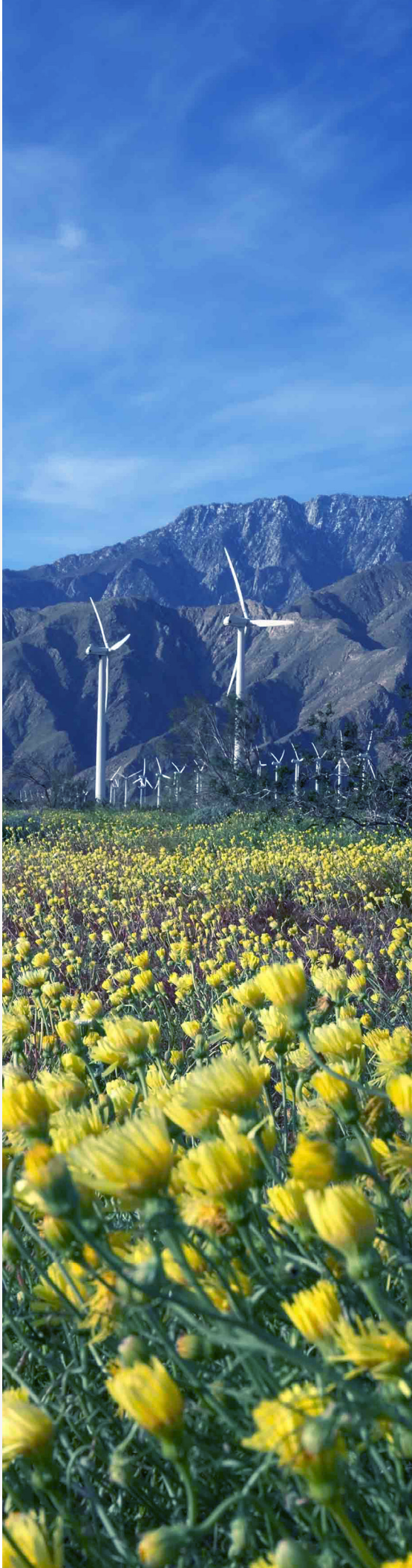


EXHIBIT A: TABULATED RIVERSIDE COUNTY HOMELESS ACTION PLAN

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 1: STRENGTHEN LEADERSHIP & DEPARTMENTAL CAPACITY	• Instill shared values into CoC culture and work to increase CoC participation • Gain deeper insight into CoC performance and adopt a continuous improvement framework through the use of data • Develop system for monitoring progress of Homeless Action Plan and other actions of the CoC • Continue to streamline the CoC structure & committees in alignment with goals outlined in this Homeless Action Plan • Leverage political will of regional stakeholders over the adoption of priorities and goals outlined in this Homeless Action Plan • Develop internal operational capacity to support the influx of new spending related activities like RFP responses, HUD technical assistance, etc. • Lead cross-sector initiatives around data-sharing and discharge planning • Lead system mapping and regional coordination • Spearhead the initiative to transform the county's data capacity • Lead in the development of new funding opportunities with private, philanthropic, and public sources, including cross-sector braiding of funding with housing/ homeless system resources • Develop Riverside County CoC Policy Agenda to address items like tenant protections, decriminalization, etc. • Refine and develop program specific guidance, policies, procedures, and trainings to develop capacity regionally • Support the enhancement/ development of sub-regional infrastructure, specifically in subregions without developed infrastructure, to implement Homeless Action Plan strategies • Engage cities and tribal lands to implement goals outlined in the Homeless Action Plan	• Number of new positions created in response to Homeless Action Plan, especially around cross-sector alignment, and partnership. • Riverside County CoC Policy Agenda. • Number of new opportunities generated through private and philanthropic funding.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types. • Riverside County CoC has increased the number of active partnerships with cross-sector/ mainstream systems. • 100% of identified cross-sector/ mainstream systems utilize developed homeless tracking metrics and processes. • Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally. • Riverside County CoC has adopted Policy Agenda. • Riverside County CoC tracks client program satisfaction results and uses them to inform decision making. • Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC). • 100% of awarded projects address racial equity disparities • 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings • Riverside County CoC Framework implemented to right-size system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities • Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness • Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. These include adopting and implementing regional planning, coordination, decision-making, data-sharing, and accountability measures

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 2: IMPROVE COUNTY'S ABILITY TO TRACK, LEVERAGE, & MANAGE DATA	• Increase the use of HMIS data for evaluating and reporting on program and system outcomes • Expand system and program level reporting to inform funding and policy decisions • Ensure that all contracts that fund services to address homelessness require participation in HMIS protocol, trainings, monitoring, and procedures • Expand services and programs in HMIS so that HMIS is the main repository for all programs addressing homelessness • Create public-facing dashboards based on the goals outlined in the Homeless Action Plan and System Performance Measures • Use data to assess the intersectionality of race, ethnicity, disability, gender, and age within the homeless response system across program types to ensure equitable access and delivery of services for overrepresented groups • Refine mechanisms for improving HMIS data entry and data quality, especially for front-line staff at shelters, day centers, and access centers where client turnover creates challenges for data quality • Develop mechanisms to track real-time availability of shelter and housing units within the system • Develop reporting structure to report on key data indicators at sub-regional and city specific level	• Number of System Performance Measures/goals of Homeless Action Plan reflected in public facing dashboards. • Number of programs with demographic data disaggregated in public facing dashboards. • Real time shelter and housing unit inventory reflected in public facing dashboards. • Percentage of programs/services integrated within CES and HMIS.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types. • Riverside County CoC has increased the number of active partnerships with cross-sector/ mainstream systems. • 100% of identified cross-sector/ mainstream systems utilize developed homeless tracking metrics and processes. • Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally. • Riverside County CoC has adopted Policy Agenda. • Riverside County CoC tracks client program satisfaction results and uses them to inform decision making. • Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC). • 100% of awarded projects address racial equity disparities • 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings • Riverside County CoC Framework implemented to right-size system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities • Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness • Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. These include adopting and implementing regional planning, coordination, decision-making, data-sharing, and accountability measures
	STRATEGY 3: IMPLEMENT PRIORITIZATION FRAMEWORK TO ADDRESS SYSTEM FLOW	• Reducing Inflow: Root Causes and Homelessness Prevention • Curtailing the inflows into the homeless response system will require addressing the root causes of homelessness and preventing new individuals, families, or communities from falling into homelessness. Upstreaming solutions by developing equity-centered, regional, and cross-sector collaboration that focuses on preventing people from becoming homeless through homelessness prevention programs, preservation of vulnerable housing and communities, tenant protections, and the production of affordable housing, all of which will begin to address the system flow. • Increasing Outflow: Housing Solutions and Supportive Services • Housing solutions with corresponding supportive services rooted in Housing First, like supportive housing, rapid rehousing, and other flexible housing subsidies and supports are necessary tools to end homelessness. • Supporting Interim Solutions: Interim and Emergency Options • Supporting the needs of unsheltered people experiencing homelessness will be a critical component to humanely addressing homelessness.	• Total number of people entering homeless each month. • Total number of people exiting to housing each month. • Total active people experiencing homelessness each month. • Allocation of Riverside County CoC Awards reflecting units of "Reducing Inflow", "Increasing Outflow", and "Supporting Interim Solutions".		
	STRATEGY 4: UTILIZE FUNDING PRINCIPLES INFORMED BY THE PRIORITIZATION FRAMEWORK, PROVIDER, CITY, & REGIONAL GOVERNMENT PERFORMANCE, & REGIONAL DEFICIENCIES & NEEDS	• Map out the number of units/interventions needed for each component of prioritization • Establish how to quantify and evaluate provider performance • Identify gaps in regional deficiencies across the system • Provide technical assistance and training opportunities and adapt program guidelines and guidance • Expand partnerships with corporations, philanthropic institutions, and individual donors to secure private funding to reduce and prevent homelessness	• Allocation of Riverside County CoC Awards reflecting units of "Reducing Inflow", "Increasing Outflow", and "Supporting Interim Solutions". • Number of new opportunities generated through private and philanthropic funding.		

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ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 5: STRENGTHEN COORDINATED ACCESS	• Evaluate and refine current system functionality, including access, assessment, prioritization, and matching/referrals to ensure that the system is connecting the highest need, most vulnerable persons in the community to available housing and supportive services equitably • Conduct an analysis of the VI-SPDAT, highlighting areas of concern around equity, such as racial identity, gender identity, sexual orientation, etc., and identify whether it is the correct assessment tool for Riverside County CoC • Evaluate, refine, and implement standardized Riverside County CoC CES Policies and Procedures • Increase housing and program resources connected to CES by targeting and bringing onboard programs and services currently operating outside of CES and HMIS • Systematize CES reporting, accountability, and evaluation, and align with the Homeless Management Information System (HMIS) • Integrate cross-departmental referrals into intake processes, like standardized employment readiness assessments that leads to appropriate linkages with employment services or departments • Integrate case conferencing component within CES	• Number days between referral and contact. • Length of stay in shelter or street. • Functionality of Coordinated Entry System. • Effectiveness of access, assessment, prioritization, and matching/referrals. • Number of programs/services adhering to Riverside County.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types. • Riverside County CoC has increased the number of active partnerships with cross-sector/ mainstream systems. • 100% of identified cross-sector/ mainstream systems utilize developed homeless tracking metrics and processes. • Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally. • Riverside County CoC has adopted Policy Agenda. • Riverside County CoC tracks client program satisfaction results and uses them to inform decision making. • Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC). • 100% of awarded projects address racial equity disparities • 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings • Riverside County CoC Framework implemented to right-size system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities • Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness • Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. These include adopting and implementing regional planning, coordination, decision-making, data-sharing, and accountability measures
	STRATEGY 6: ENHANCE PROVIDER, CITY & REGIONAL GOVERNMENT'S CAPACITY & SYSTEM INFRASTRUCTURE	• Support service provider expansion to strengthen regional deficiencies • Develop/Refine CoC community standards/ program guidelines for all program types • Enhance reporting and monitoring procedures to track and support provider performance • Develop training strategies to improve provider, city, and regional government's capacity. • Identify training requirements and required competencies. • Training strategies include but are not limited to: • Explicit emphasis on racial equity and cultural humility • Workshops to identify common errors and mistakes on CoC Grant Applications • Workshops to identify common errors and mistakes in performance reports and payment requests • Presentations before City Councils on best practices, good neighbor strategies, and leveraging city resources with CoC resources • Developing provider, city, and regional government partnerships to fill gaps, enhance services, and collaborate on grant opportunities • Increase the capacity of providers to implement tailored services, utilizing progressive engagement and Housing First practices that are flexible and responsive to the needs and priorities of individuals. • Ensure support for culture shift for providers • Strengthen provider tables/forums and create learning collaboratives for more frequent capacity building opportunities • Promote hiring and retention practices to further diversify system staff at all levels to better reflect populations served. • Track results of hiring practices to ensure diversity and inclusion are expanded. • Encourage organizations to ensure that diverse staff are not limited to entry-level positions but can access the full range of organizational leadership positions • Improve investments in workforce development for positions who provide direct homeless services by partnering with universities and community colleges to increase the scale and quality of homeless service workers	• CoC CES Policies and Procedures. Percentage of programs/services integrated within CES and HMIS. • Number of/participation trainings, learning collaboratives, provider forums provided. • Program staffing/Caseload ratio per program, • Increase provider, city, and regional government capacity.		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 7: SUPPORT REGIONAL, CROSS-SECTOR ALIGNMENT & PARTNERSHIP	• Facilitate working groups around cross-sector/ departmental/multi-jurisdictional collaboration • Ensure that each sub-region in Riverside County has an effective regular meeting structure around issues related to homelessness aligned with the Riverside County CoC • Implement unified approach for tracking homelessness across mainstream, cross-sector systems that touch or serve a large proportion of homeless residents and identify ways to "flag" homelessness and respond to "flags" in departmental data systems by rapidly connecting clients to housing and supportive services • Identify the feasibility, costs, and legality of integrating and sharing data across disparate systems like healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use, and code enforcement • Develop plans to address the feasibility, costs, and legality of integrating and sharing data across systems towards a central data lake that could spur new opportunities in machine learning and client ownership of data • Develop standardized screening tools and related protocols for identifying needs across systems and connecting individuals to the right community-based services • Align strategic planning efforts, task force initiatives and planning committees across all system partners, including all counties, cities, faith communities, philanthropic and business sectors • Identify internal staff responsible for cross-sector data sharing • Investigate ways to improve client care coordination through multidisciplinary teams that include the healthcare, mental, and behavioral health sectors • Strengthen partnerships with the state to increase access to healthcare and supportive services. • Improve data sharing across providers, cities, regional governments, and systems to facilitate continuity of care and integrated service delivery	• Number of mainstream/cross-sector systems with data sharing agreements or integrations with homeless response system. • Number of mainstream/cross-sector systems utilizing developed homeless tracking metrics. • Number of new positions created in response to Homeless Action Plan, especially around cross-sector alignment, and partnership. • Number of active cross-sector or regional working groups/ partnerships.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People 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system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial 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ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 8: REFINE COMMUNICATIONS EFFORTS AROUND HOMELESSNESS IN RIVERSIDE COUNTY	• Provide regular, coordinated public communication to inform the public about actions underway, results achieved, and ways to support those efforts • Prepare public-facing educational materials and articles based on data and information to educate the public on challenges and activities, and to provide updates on the implementation of programs and resources • Create public facing dashboards around performance toward achieving adopted goals • Designate a CoC spokesperson/PR representative to manage CoC communication • Expand public and private sector support for ending and preventing homelessness through increased community engagement. • Create a business leaders task force to establish goals and strategies for the business community to support the strategic plan. • Areas of focus for the task force could include fundraising, advocacy, job creation, and housing access • Create a countywide education/PR campaign/ communication strategy that increases awareness about the causes and impacts of homelessness, the ongoing efforts to end homelessness, and addressing NIMBYism concerns • As a part of a communications strategy, invest in a client facing component that targets those experiencing or at-risk of homelessness through robust multi-media strategies to make access to services intuitive and radically accessible • Develop opportunities to include the voices of those with lived experience • Provide opportunities for action and compassion among all residents, housed and homeless, through advocacy, volunteerism, donations, and other initiatives • Increase community engagement and support for affordable and supportive housing development throughout Riverside County • Increase the visibility and expand the efforts of successful initiatives that engage faith institutions and individual congregants; initiatives could include advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments	• Riverside County CoC Policy Agenda. • Effectiveness of PR/ Communication Campaign.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types. • Riverside County CoC has increased the number of active partnerships with cross-sector/ mainstream systems. • 100% of identified cross-sector/ mainstream systems utilize developed homeless tracking metrics and processes. • Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally. • Riverside County CoC has adopted Policy Agenda. • Riverside County CoC tracks client program satisfaction results and uses them to inform decision making. • Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC). • 100% of awarded projects address racial equity disparities • 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings • Riverside County CoC Framework implemented to right-size system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities • Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness • Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. 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	STRATEGY 9: EXPAND ACCOUNTABILITY TO CLIENTS	• Develop processes and technology for clients to provide feedback on services, with mechanisms to apply feedback data toward service delivery and process improvement • Continue to develop a system where client choice is paramount • Ensure that new and existing programs develop within this new framework • When developing cross-sector data sharing, center the efforts on the benefits to the client experience for people experiencing homelessness • Work with data team to continue to adopt client-centric metrics • Provide technical assistance and training opportunities, and adapt program guidelines and guidance	• Client program satisfaction results.		
	STRATEGY 10: DEVELOP LIVED EXPERIENCE KNOWLEDGE, LEADERSHIP, & DECISION-MAKING	• Actively develop opportunities for persons with lived experience to participate in the development and implementation of regional and sub-regional plans • Expand the hiring of people with lived experience in regular staff positions (not just peer support roles), and promote leadership development for people with lived experience • Develop peer certification trainings to prepare individuals for peer support positions in the homeless service system • Encourage service providers to modify requirements for specific positions to allow the substitution of lived experience in place of education or work experience • Explore the benefit and feasibility of creating a Lived Experience Advisory Board	• Percentage of CoC and service provider staff with Black, Indigenous and People of Color and people with Lived Experience		

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ACTION AREA 1: STRENGTHEN SYSTEM TO BETTER PREVENT & END HOMELESSNESS	STRATEGY 11: CENTER RACE EQUITY IN HOMELESS RESPONSE	• Embed a racial equity lens into all homelessness and housing decisions • Develop a racial equity impact assessment that will forecast and assess the impacts of new programs and funding decisions • Incorporate a focus on racial equity data, analysis, and planned activities when submitting and reviewing applications for funding • Utilize HMIS to analyze data and create public-facing dashboards around racial inequities in experiences of homelessness, provision of services, and outcomes • Analyze whether housing outcomes and placements perpetuate residential segregation • Adapt program guidelines, policies, procedures focused on racial equity • Incorporate a focus on racial equity data, analysis, and planned activities within applications for CoC funded projects and analyze the data and information gathered in response • Create a plan to move forward on racial equity work that will include system and programmatic actions • Institute standardized cultural humility, trauma informed care, and anti-racist trainings for CoC programs and system partners • Align racial equity work in the homelessness sector with other racial equity initiatives in Riverside County	• Number of programs with demographic data disaggregated in public facing dashboards. • Percentage of CoC and service provider staff with Black, Indigenous and People of Color and people with Lived Experience. • Number of awarded programs/ projects that address racial equity. • Number of Riverside County CoC Policy and Procedures that address racial equity.	• Total number of people successfully exiting to housing each month/year exceeds the people entering homelessness each month/year. • 100% of the programs/services adhere to CES Policies and Procedures. • 100% of programs/services are integrated within CES and HMIS. • 50% reduction in the length of stay (SO, ES, SH, TH). • System Performance Measures are reflected in public facing dashboards. • 100% of data reports, dashboards, etc. have data disaggregated demographically • Disparities of Black, Indigenous and People of Color (BIPOC) experiencing homelessness are reduced across all program types. • Riverside County CoC has increased the number of active partnerships with cross-sector/ mainstream systems. • 100% of identified cross-sector/ mainstream systems utilize developed homeless tracking metrics and processes. • Riverside County CoC has an effective provider training, learning collaborative, provider forum schedule in place to develop service provider capacity regionally. • Riverside County CoC has adopted Policy Agenda. • Riverside County CoC tracks client program satisfaction results and uses them to inform decision making. • Increases in Riverside County CoC staff that have lived experience and/or are Black, Indigenous and People of Color (BIPOC). • 100% of awarded projects address racial equity disparities • 100% of CoC staff and service providers are trained in cultural humility, trauma-informed care, and anti-racist trainings • Riverside County CoC Framework implemented to right-size system flow	• Invest in strategies and programs that support the Homeless Strategic Action Plan, emphasizing the expansion of system coordination, housing resources, outreach, navigation, and supportive services and provider, city, regional government, and system capacity • Invest in programs that demonstrate ongoing, long-term, or sustainable data-informed results that are consistent with benchmarks established in the Homeless Strategic Action Plan • Utilizing a data-driven approach (HMIS, annual Point-In-Time Count, System Performance Measures, and CES By-Name List), invest in programs addressing significant service gaps and priority needs by targeting high-need communities, under-served or hard to-serve geographic areas, or special subpopulations, such as the chronically homeless, individuals with mental illness and substance use disorders, older adults/seniors, and Transitional Age Youth (TAY) • Strengthen equity-focused strategies, programs, and partnerships that reduce racial disparities, support equitable access to services and resources, and produce equitable outcomes and communities • Advance client-centered strategies, programs, and partnerships that are informed by people with lived experience of homelessness and provide legitimate feedback mechanisms for clients experiencing homelessness • Support strategies to address regional inequities in homeless response infrastructure, approaches, and service delivery capacity. These include adopting and implementing regional planning, coordination, decision-making, data-sharing, and accountability measures

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 2: EQUITABLY ADDRESS THE HEALTH, SAFETY, & SERVICES NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS	STRATEGY 12: INCREASE REGIONAL CAPACITY OF HOMELESS STREET OUTREACH	• Create CoC Homeless Street Outreach Protocol with regional stakeholder that include the standardization of outreach practices, schedules, and engagement strategies and corresponding training across all outreach efforts • Establish outreach coordination infrastructure in each sub-region • Leverage person-centered, housing-focused case management with enhanced training in evidence based best practices (e.g., trauma-informed care, critical time intervention, motivational interviewing, and housing first strategies) for service delivery • Develop encampment management and resolution policies • Increase access and safety for all to basic hygiene resources, such as bathrooms, showers, and laundry, that accommodate their self-identified race, gender identity, gender expression, etc. • Increase the number of free public transportation options for people who are unhoused to access services • Expand the number of outreach teams and staff to ensure appropriate coverage to all sub-regions throughout the county, with specific emphasis on under-resourced communities • Further develop data initiatives to better track, target, and ensure comprehensive, efficient, and effective delivery of outreach and permanent housing assistance for people experiencing chronic homelessness • Connect unsheltered individuals directly with rental assistance with the understanding that shelter or transitional housing is not a requirement for unsheltered individuals working with outreach teams to qualify for rental assistance • Develop programs that support frequent users of public systems, including hospitals, jails or prisons, and shelters, and provide them with supportive housing, significantly reducing returns to the streets • Develop systems for mental health professionals to intervene in place of law enforcement • Identify technological strategies to enhance street outreach coordination	• Number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations. • Length of time a person remains homeless (street and shelter). • Successful placement from Street Outreach. • Number of permanent housing placements from Street Outreach. • Number of successful contacts with people experiencing unsheltered homelessness. • Number of people entering into chronic homelessness. • Geographic distribution of people experiencing unsheltered homelessness (including encampments). • Geographic distribution and make-up of homeless street outreach teams/programs.	• 50% reduction in the number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations across all regions. • 50% reduction in the length of stay (SO, ES, SH, TH). • 50% increase in successful housing placement from street outreach. • 25% reduction in the number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances. • 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from the homeless response system. • Resources are uniformly accessible across Riverside County regardless of sub-region or client demographics, reflected in CES access data. • 50% increase in successful street outcomes. • Riverside County CoC has adopted Homeless Street Outreach Protocol, including First Responder Training and Encampment Management.	• Invest in multi-agency, multi-jurisdictional solutions to address the health, safety, and housing needs of people experiencing unsheltered homelessness and staying in encampments. • Participate in the development of CalAIM initiatives that seek to extend a whole person care approach through the Enhanced Care Management and In Lieu of Services to serve people experiencing unsheltered homelessness.

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 2: EQUITABLY ADDRESS THE HEALTH, SAFETY, & SERVICES NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS	STRATEGY 13: SUPPORT THE HEALTH OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS THROUGH CROSS-DEPARTMENTAL/CROSS-SECTOR SUPPORTS	• Identify strategies to improve ongoing connectivity for clients referred for mental health services and/or substance use services • Support communities in implementing multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness • Increase the number of mobile crisis teams with clinical staff and expand their hours to support individuals experiencing severe mental health and substance use crises • Increase the number of beds available for substance use treatment and provide the follow-up supportive services needed to prevent relapses • Increase access to mental health treatment for people who are unhoused and struggling with mental illness • Develop a plan to eliminate service access and treatment gaps for unsheltered people struggling with chronic and severe mental illness • Improve health access for people experiencing unsheltered homelessness, including through CalAIM services like Enhanced Care Management and In Lieu of Services • Develop new, and enhance existing, partnerships between behavioral health and social service providers, neighborhood associations, cities, and regional governments, including law enforcement and other first responders. • Engage partners in proactive strategies that link individuals who are homeless with housing and services with the additional goal of reducing criminal justice system involvement • Ensure adequate resources are available for proactive and consistent outreach efforts • Develop multi-disciplinary teams that include homeless street outreach, mental health services, etc. • Ensure people living outside have adequate access to basic needs • Engage regional stakeholders to ensure appropriate responses to persons living in vehicles and to ensure adequate safe zones for people to park and receive services while working towards housing	• Length of time a person remains homeless (street and shelter).	• 50% reduction in the number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations across all regions. • 50% reduction in the length of stay (SO, ES, SH, TH). • 50% increase in successful housing placement from street outreach. • 25% reduction in the number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances. • 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from the homeless response system. • Resources are uniformly accessible across Riverside County regardless of sub-region or client demographics, reflected in CES access data. • 50% increase in successful street outcomes. • Riverside County CoC has adopted Homeless Street Outreach Protocol, including First Responder Training and Encampment Management.	• Invest in multi-agency, multi-jurisdictional solutions to address the health, safety, and housing needs of people experiencing unsheltered homelessness and staying in encampments. • Participate in the development of CalAIM initiatives that seek to extend a whole person care approach through the Enhanced Care Management and In Lieu of Services to serve people experiencing unsheltered homelessness.
	STRATEGY 14: IMPROVE ACCESS FOR PEOPLE EXPERIENCING HOMELESSNESS	• Refine hybridized “No Wrong Door Approach” by establishing Access Centers/Navigation Centers in key subregions that are focused on providing access to services with a focus on connecting to housing • Enhance training, standard orientation messaging, and client facing materials to help people experiencing or at-risk of homelessness understand what services and resources are available to them and what the process looks like to access services/housing across the CoC • Develop a culture of housing-focused problem-solving across all programs that serve as access points (outreach, drop-in centers, access centers, navigation centers, etc.) • Streamline intake processes for individuals and families experiencing homelessness, including a review of the desirability of the VI-SPDAT through the lens of equity • Improve protocols for prioritization into emergency shelter, interim housing, medical respite, etc. to ensure that bed availability is real-time • Improve roles and responsibilities for assisting clients in obtaining housing-related documentation, like IDs, social security cards, proof of income, birth certificates, etc. • Implement diversion/problem-solving conversations at all points of entry	• Length of time a person remains homeless (street and shelter). • Geographic distribution of housing access in to CES. • Demographics of people experiencing homelessness utilizing access and outreach services.		

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ACTION AREA 2: EQUITABLY ADDRESS THE HEALTH, SAFETY, & SERVICES NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS	STRATEGY 15: DEVELOP COUNTYWIDE ENCAMPMENT MANAGEMENT PROTOCOLS	• Enhance coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution across the county • Coordinate between department and agencies to create a coordinated encampment management strategy • As part of CoC Homeless Street Outreach Protocol, establish guidance on Encampment Management and Resolution Protocols • Engage cities and other local government entities to utilize encampment guidance of CoC Homeless Street Outreach Protocol	• Number of encampments.	• 50% reduction in the number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations across all regions. • 50% reduction in the length of stay (SO, ES, SH, TH). • 50% increase in successful housing placement from street outreach. • 25% reduction in the number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances. • 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from the homeless response system. • Resources are uniformly accessible across Riverside County regardless of sub-region or client demographics, reflected in CES access data. • 50% increase in successful street outcomes. • Riverside County CoC has adopted Homeless Street Outreach Protocol, including First Responder Training and Encampment Management.	• Invest in multi-agency, multi-jurisdictional solutions to address the health, safety, and housing needs of people experiencing unsheltered homelessness and staying in encampments. • Participate in the development of CalAIM initiatives that seek to extend a whole person care approach through the Enhanced Care Management and In Lieu of Services to serve people experiencing unsheltered homelessness.
	STRATEGY 16: SUPPORT THE DECRIMINALIZATION OF HOMELESSNESS	• Develop Homeless Street Outreach Protocols to compliment decriminalization advocacy • Advocate for decriminalizing homelessness responses across the county and state that include pre-adjudication and sentencing alternatives to minimize involvement of people experiencing homelessness in criminal justice system • Develop processes to ensure greater collaboration between judicial agencies and local alternative courts like Homeless Court and pre-booking diversion resources • Ensure that Riverside County does not disproportionately enforce existing county ordinances against homeless individuals and families • Develop an inclusive approach to public space management with non-punitive policies	• Number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances.		
	STRATEGY 17: DEVELOP TRAINING FOR FIRST RESPONDERS	• Co-develop protocol for first responders when engaging people on the streets and encampments with key considerations when engaging with key subpopulations (survivors of domestic violence, individuals with Severe Mental Illness (SMI) or Substance Use Disorder (SUD), Transitional Aged Youth (TAY), older adults/seniors, and dependent adults) • Ensure that the first responder training and protocol is in alignment with CoC initiated Homeless Outreach Strategy and Encampment Protocols • Co-design and implement outreach training for first responders that focuses on evidence based best practices in homeless street outreach and service coordination	• Number of emergency calls, citations, arrests made by law enforcement for homeless related disturbances.		
	STRATEGY 18: ESTABLISH KEY RESOURCES FOR SPECIAL POPULATIONS EXPERIENCING UNSHELTERED HOMELESSNESS	• Refine specific policies and procedures as it relates to needs of unsheltered chronically homeless • Refine specific policies and procedures as it relates to needs of unsheltered individuals with Severe Mental Illness (SMI) • Refine specific policies and procedures as it relates to needs of unsheltered individuals with Substance Use Disorder (SUD) • Refine specific policies and procedures as it relates to needs of unsheltered Transitional Aged Youth (TAY). • Refine specific policies and procedures as it relates to needs of unsheltered high utilizers of emergency services • Refine specific policies and procedures as it relates to needs of unsheltered survivors fleeing domestic violence • Refine specific policies and procedures as it relates to needs of unsheltered families • Refine specific policies and procedures as it relates to needs of unsheltered older adults/ seniors • Refine specific policies and procedures as it relates to needs of unsheltered LGBTQIA+ individuals	• Number of people experiencing unsheltered homelessness at a point in time and month to month, including key subpopulations. • Number of people experiencing unsheltered homelessness discharged from mainstream institutions or re-entering from homeless response system. • Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.)		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 3: EXPAND COMMUNITIES CAPACITY TO PROVIDE SAFE & EFFECTIVE SHELTER & INTERIM HOUSING	STRATEGY 19: INCREASE THE NUMBER OF CRISIS HOUSING BEDS REGIONALLY	• Create more crisis housing, which includes emergency shelter, interim housing, medical respite, domestic violence shelters, faith-based shelters, family shelters, transitional housing, stabilization beds, recuperative care beds, and motel vouchers to meet the specific needs by population and region • Develop and advance CalAIM proposals seeking to extend statewide the service options available under Whole Person Care and Health Homes Program through the Enhanced Care Management program and In Lieu of Services care coordination and housing services to better address the health care needs of people who are staying in shelter and interim housing sites • Ensure that there are more public services in neighborhoods developing crisis housing to meet community needs • Ensure that crisis housing account for the unique needs of specific subpopulations • Mobilize Homekey resources and other funding sources to support acquisition of sites for use as crisis housing	• Number of people experiencing sheltered homelessness at a point in time and month to month, including key subpopulations. • Demographics of people utilizing crisis housing options. • Length of time a person remains homeless (ES, SH, TH). • Number of successful housing placements from crisis housing. • Percent of returns to homelessness in 6,12, and 24 months for people connected to crisis housing. • Number of people experiencing sheltered homelessness discharged from institutions or re-entering from homeless response system. • Number of crisis housing beds in the system and geographic distribution. • Crisis housing bed utilization. • Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.).	• 100% of crisis housing adhere to CoC Policies and Procedures • 25% increase in the number of crisis housing beds (ES, SH, TH) in the system, geographically distributed. • Increase in the ratio of sheltered to unsheltered homelessness at a point in time and month to month, including key subpopulations. • 50% reduction in the length of stay in crisis housing (ES, SH, TH). • 50% increase in the number of successful housing placements from crisis housing. • 75% reduction in the number of people experiencing unsheltered homelessness discharged from institutions or re-entering from homeless response system	• Invest in innovative approaches to expand the supply of safe, humane, housing-placement focused shelter and interim housing models, like Project Homekey/Roomkey for people experiencing homelessness. • Expand alignment and engagement of healthcare, behavioral health, mental health, and substance use disorder resources in efforts to address health disparities and service needs among people experiencing unsheltered and sheltered homelessness
	STRATEGY 20: REFINE CRISIS HOUSING POLICIES & PROCEDURES	• Assess crisis housing coordinated entry and referral patterns to identify regional gaps and under resourced crisis housing capacity • Ensure that shelter access is equitable through review of data • Refine best practices for crisis housing that focus on accessibility and are low barrier. • Barriers can include lack of privacy, sobriety, curfews, engaging in treatment, animal policy, storage, couples, people of non-binary gender identity • Move towards a system where shelters are open 24/7 • Establish system wide procedures to track and utilize real-time crisis housing bed availability • Assess and refine policies and procedures to ensure that crisis housing is centered on housing-focused problem-solving • Provide technical assistance and guidance that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within shelter and interim housing programs • Ensure that policies and procedures account for the unique needs of specific subpopulations: Transitional Aged Youth (TAY), high utilizers of emergency services, survivors fleeing domestic violence, families, and LGBTQAI+	• Number of people experiencing sheltered homelessness at a point in time and month to month, including key subpopulations. • Demographics of people utilizing crisis housing options. • Length of time a person remains homeless (ES, SH, TH). • Number of successful housing placements from crisis housing. • Percent of returns to homelessness in 6,12, and 24 months for people connected to crisis housing. • Number of people experiencing sheltered homelessness discharged from institutions or re-entering from homeless response system. • Number of crisis housing beds in the system and geographic distribution. Crisis housing bed utilization. • Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.).		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 4: EXPAND & ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES	STRATEGY 21: ADVOCATE FOR THE INCREASED PRODUCTION OF AFFORDABLE HOUSING	• Advocate for federal, state, county, and local policies and funding to increase and preserve affordable housing for households earning below 30% Area Median Income (AMI) • Pursue lower-cost housing typologies, like tiny homes, accessory dwelling units, mobile homes, hotel and motel conversions, prefabricated modular housing, and shipping containers, and innovative housing and financing models • Identify feasibility to develop affordable and supportive housing on underutilized state, county, and city owned land • Ensure Riverside County utilizes full funding opportunities from the federal and state governments for housing development • Advocate for inclusionary housing policies, up zoning, and infill development • As part of communication strategy, develop strategies to address NIMBY sentiments	• Number of housing units affordable to extremely low-income population, both currently and in the pipeline.	• Promote the development of 21,000 units affordable to extremely low-income population. • Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH]). • Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%. • Increase the number of clients that successfully retain housing, including PSH and RRH by 25%. • Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health. • 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH. • Length of time during housing search is reduced by 50%. • Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships. • Increase in the number of real-time unit availability secured by centralized landlord engagement program	• Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention. • Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 4: EXPAND & ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES	STRATEGY 22: INCREASE PERMANENT SUPPORTIVE HOUSING UNITS & CAPACITY	• Increase the number of permanent supportive housing stock • Identify costs associated with developing adequate supply of permanent supportive housing • Increase access to tenant-based, scattered site Permanent Supportive Housing programs • Assess coordinated entry, referral patterns to identify regional gaps, and under resourced PSH capacity • Ensure that PSH programs access is equitable through review of data • Expand partnerships with behavioral health treatment services through Riverside County and local behavioral health providers to ensure that PSH units are paired with adequate supportive services • Implement a "moving on" strategy, targeting up to 20% of current PSH residents for transition to general population affordable housing, thus freeing up PSH for new tenants • Convene stakeholders (housing developers, planning departments, service providers, cities, regional governments) to explore ways to create and streamline permanent supportive housing within context of local housing elements • Leverage a wide array of private, local, state, and federal funding, including CalAIM and Project Homekey, to support the expansion of a Permanent Supportive Housing • Improve PSH service quality and fidelity by refining community standards, facilitating trainings, and creating learning collaboratives • Advocate for the local conditions to develop enough permanent supportive housing to meet the need in our community • Identify feasibility to develop permanent supportive housing on underutilized State or county owned land • Optimize utilization through progressive engagement by enabling clients to move to less or more service-intensive housing based on identified need • Ensure sufficient level of supportive services, which are voluntary, housing first oriented, trauma-informed, and incorporate harm reduction principles	• Number of people utilizing housing intervention, including PSH and RRH, at a point in time and month to month, including key subpopulations. • Demographics of different housing interventions, including PSH and RRH. • Number of clients that successfully exit housing interventions, including PSH and RRH. • Number of clients that successfully retain housing, including PSH and RRH, for 6,12, 24 months. • Number of Permanent Supportive Housing Units, both tenant-based and project-based, currently and in pipeline. • Utilization rates for housing interventions, including PSH and RRH. • Zip codes of housing placements for housing interventions, including PSH and RRH. • Referral pattern for housing interventions, including PSH and RRH. • Number of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH.	• Promote the development of 21,000 units affordable to extremely low-income population. • Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH]). • Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%. • Increase the number of clients that successfully retain housing, including PSH and RRH by 25%. • Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health. • 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH. • Length of time during housing search is reduced by 50%. • Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships. • Increase in the number of real-time unit availability secured by centralized landlord engagement program	• Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention. • Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities
	STRATEGY 23: INCREASE RAPID REHOUSING HOUSING UNITS & CAPACITY	• Increase the number of rapid rehousing programs/units • Identify costs associated with developing adequate supply of rapid rehousing • Assess coordinated entry, referral patterns to identify CES integrations, regional gaps, and under resourced RRH capacity • Ensure that RRH programs access is equitable through review of data • Improve RRH service quality and fidelity by refining community standards, facilitating trainings, and facilitating learning collaboratives. • For those with higher needs, provide longer-term housing assistance and critical time intervention • Advocate for the local conditions so that expanded RRH is effective in the private rental market • Optimize utilization through progressive engagement by enabling clients to move to less or more service-intensive housing based on identified need • Assess outcomes for expanded rapid rehousing programs • Identify effective practices for rapid rehousing to be effective in high-cost, high-SDOH housing markets • Strengthen the integration of workforce development/employment services with RRH	• Number of people utilizing housing intervention, including PSH and RRH, at a point in time and month to month, including key subpopulations. • Demographics of different housing interventions, including PSH and RRH. • Number of clients that successfully exit housing interventions, including PSH and RRH. • Number of clients that successfully retain housing, including PSH and RRH, for 6,12, 24 months. • Number of Rapid Rehousing Program Units. • Utilization rates for housing interventions, including PSH and RRH. • Zip codes of housing placements for housing interventions, including PSH and RRH. • Referral pattern for housing interventions, including PSH and RRH. • Number of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH.		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 4: EXPAND & ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES	STRATEGY 24: DEVELOP CENTRALIZED LANDLORD OUTREACH, ENGAGEMENT, & RETENTION STRATEGIES	• Assess the viability of development of a centralized landlord engagement program with one entity conducting housing outreach for the entire county • Develop provider facing real-time listings of rental units available to people experiencing homelessness • Increase the stock of units available to programs, homeless service providers, etc., especially in neighborhoods with high SDOH • Develop service provider performance standards for issuing timely payments, documentation, processing, and inspections so that experiences for landlords are uniform, regardless of which provider or payment source is being utilized • Develop additional incentives and supports, like contingency funds, flex funds, mediation services, landlord incentive payments, security deposits, etc. • Work with property management companies, owners, landlords, apartment associations, and housing developers to secure housing units through developed and formalized partnerships, MOUs, master leasing, etc. • Incentivize the reduction of screening criteria that screens out prospective tenants with evictions, poor credit, and/or criminal histories • Track key metrics associated with the housing search and housing lease-up process • Ensure that trained Housing Locators or Housing Specialists are designated as representatives for the system to ensure consistent messaging and service delivery	• Length of time during housing search. • Number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Average number of real-time unit availability secured by centralized landlord engagement program. • Number of incentives and supports issued through centralized landlord engagement program. • Number of landlords participating in centralized landlord engagement program, including formalized partnerships.	• Promote the development of 21,000 units affordable to extremely low-income population. • Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH]). • Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%. • Increase the number of clients that successfully retain housing, including PSH and RRH by 25%. • Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health. • 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH. • Length of time during housing search is reduced by 50%. • Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships. • Increase in the number of real-time unit availability secured by centralized landlord engagement program	• Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention. • Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities
	STRATEGY 25: INNOVATE APPROACHES TO EXPAND EXISTING HOUSING STOCK	• Explore lower-cost housing typologies, like tiny homes, accessory dwelling units, hotel and motel conversions, prefabricated modular housing, and shipping containers • Explore master leasing at-scale to secure units for people experiencing homelessness • Develop shared housing program to increase rental options and affordability for clients, with emphasis on private rooms, split leases, etc. • Expand and scale the use of shallow subsidies and longer-term subsidies	• Length of time during housing search. • Number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing.		
	STRATEGY 26: INCREASE FLEXIBLE HOUSING FUNDS	• Explore possibility of developing Flexible Housing Subsidy Pool similar to other communities • Expand flexible housing subsidy funds, like shallow subsidies and longer-term subsidies, especially for instances of homelessness prevention, where families are rent burdened • Expand flexible housing funds to cover one-time expenses like move-in costs	• Length of time during housing search. • Outcomes of flexible funds issued, including one-time payments and shallow subsidies. • Number of flexible funds issued, including one-time payments and shallow subsides.		
	STRATEGY 27: ADDRESS HOUSING NEEDS OF UNIQUE SUBPOPULATIONS	• Assess and expand current programs serving Chronically Homeless • Assess and expand current programs serving Individuals with Severe Mental Illness (SMI) • Assess and expand current programs serving Individuals with Substance Use Disorders (SUD) • Assess and expand current programs serving Transition Aged Youth (TAY) • Assess and expand current programs serving Older Adults/Seniors • Assess and expand current programs serving LGBTQAI+	• Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.)		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 4: EXPAND & ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES	STRATEGY 28: DEVELOP STRATEGIES TO REDUCE BARRIERS FOR PEOPLE EXPERIENCING HOMELESSNESS IN OBTAINING HOUSING & TO INCREASE THE SPEED OF LEASE-UP PROCESS	• Assess and establish programs and processes for individuals experiencing homelessness to improve credit and pay off debts • Assess and establish programs and processes for individuals experiencing homelessness that have evictions on record • Assess and establish programs and processes for individuals experiencing homelessness that have criminal justice issues on record • Assess and establish programs and processes for individuals experiencing homelessness to expedite documentation necessary for housing, like social security card, identification card, birth certificates, and proof of income documentation • Assess and establish universal housing application for all programs across Riverside County • Clarify, contractually and through training, the expectations regarding roles and responsibilities of shelter case managers, outreach workers, and housing case managers in getting clients document-ready and establish & record performance metrics to track progress • Identify additional ways to expedite the housing search and lease up process	• Length of time during housing search. • Number of clients with housing barriers, including credit, debt, evictions, criminal justice issues, documentation (social security card, identification card, birth certificate, proof of income, etc.).	• Promote the development of 21,000 units affordable to extremely low-income population. • Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH]). • Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%. • Increase the number of clients that successfully retain housing, including PSH and RRH by 25%. • Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health. • 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH. • Length of time during housing search is reduced by 50%. • Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships. • Increase in the number of real-time unit availability secured by centralized landlord engagement program	• Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention. • Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities
	STRATEGY 29: EXPAND HOUSING ACCESS TO HIGH OPPORTUNITY NEIGHBORHOODS, WITH A FOCUS ON THOSE WITH HIGH SOCIAL DETERMINANTS OF HEALTH	• Track housing placements in HMIS at the zip code level to analyze regional trends • Create a framework and policy recommendations to increase housing placements in opportunity neighborhoods with high social determinants of health • Ensure homeless housing stock and services are geographically located to allow, whenever possible, for the needs of individuals and families to be met in their own communities. • Explore incentivization strategies to promote move-ins in neighborhoods with high SDOH	• Zip codes of housing placements for housing interventions, including PSH and RRH. • Number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing.		
	STRATEGY 30: STRENGTHEN APPROACHES TO CASE MANAGEMENT	• Assess and refine policies and procedures to ensure that services are applying best practices in case management • Develop training around best practice approaches to case management to improve provider, city, and regional government capacity • Strengthen provider tables/forums and create learning collaborative for more frequent capacity building opportunities around best practice approaches to case management	• Number of successful referrals to support services (mental health, employment, hygiene, nutrition, etc.). • Number of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH.		
	STRATEGY 31: LEVERAGE HOUSING AUTHORITY DIVISION RESOURCES FOR PEOPLE EXPERIENCING HOMELESSNESS	• Increase advocacy for the expansion of the Housing Choice Voucher program	• Number of Housing Authority Division vouchers, utilization rate, length of time during housing search, zip code of housing placements, and vouchers set aside for people experiencing homelessness.		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 4: EXPAND & ENSURE EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES	STRATEGY 32: CONTINUE TO ADVOCATE FOR LEGISLATION PROTECTING AGAINST HOUSING DISCRIMINATION IN HOUSING SEARCH	• Advocate for the legislation protecting against housing discrimination • Establish partnerships and mechanisms for better tracking and enforcement of existing protections	• Number of housing discrimination instances within Riverside County	• Promote the development of 21,000 units affordable to extremely low-income population. • Increase the number (unit count) of Permanent Housing Units by 75% from baseline year (including Permanent Supportive Housing [PSH] and Rapid Re-Housing [RRH]). • Increase the number of clients that successfully exit housing interventions, including PSH and RRH by 25%. • Increase the number of clients that successfully retain housing, including PSH and RRH by 25%. • Over 50% of new housing placements occur in opportunity neighborhoods/zip codes with high social determinants of health. • 100% of programs adhering to Riverside CoC Policies and Procedures for PSH and RRH. • Length of time during housing search is reduced by 50%. • Increase in the number of units secured for people experiencing homelessness through centralized landlord engagement program, especially in neighborhoods with high SDOH, including through master leasing and shared housing. • Increase in the number of landlords participating in centralized landlord engagement program, including formalized partnerships. • Increase in the number of real-time unit availability secured by centralized landlord engagement program	• Strengthen the implementation of Housing First approaches and other best practices that support equitable access in housing markets with high social determinants of health (SDOH), including but not limited to: supportive housing, rapid rehousing, short- and longer-term forms of rental subsidy and assistance, shallow subsidies, move-in assistance, and landlord outreach, engagement, and retention. • Invest in the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive services to people exiting homelessness, low-income individuals and families, and to people from historically marginalized communities

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 5: PREVENT PEOPLE FROM EXPERIENCING THE CRISIS OF HOMELESSNESS	STRATEGY 33: INCREASE HOMELESSNESS PREVENTION, DIVERSION, & MEDIATION SERVICES	• Ensure right-sized funding from state and federal resources to homelessness prevention, diversion, housing problem solving, and rapid resolution services and programs. with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program • Ensure program models utilize flexible financial assistance and housing focused case management to prevent individuals and families from experiencing homelessness • Develop standardized best practices and procedures for the delivery of homelessness prevention, diversion, housing problem solving, and rapid resolution services and programs; guidance should include baseline standards for housing-focused case management, strengths-based service planning and delivery, and effective strategies for reducing barriers to housing retention • Evaluate the effectiveness of these interventions as programs are scaled further across the CoC; all homelessness prevention efforts should be tracked in the Homeless Management Information System (HMIS) • Expand targeted homelessness prevention and diversion outreach and engagement; target services to highest-risk populations and geographies to ensure people and communities at highest risk for homelessness are engaged with housing supports before experiencing literal homelessness • Develop an automatic process to provide information on homelessness prevention and diversion services when someone is issued a notice to pay or quit or receives an unlawful detainer; by better tracking evictions in the city, programs can target specific zip codes, apartment complexes for prevention services • Incentivize landlords, apartment associations, etc. to make referrals for their tenants to homelessness prevention and diversion programs • Target populations should include people who previously exited the homelessness system with housing supports and are at risk of returning to homelessness • Develop early identification, discharge planning, and cross-sector collaboration • Include automated referrals for employment, income supports, social safety net services, etc. • More accurately track at the city and zip code level where an individual and family fell into homelessness and target outreach and supports to those communities • Disaggregate data by demographics, to identify and address any trends in access and utilization • Radically increase client facing materials across Riverside County to help people at-risk of homelessness understand what services and resources are available to them and what the process looks like to access prevention services/supports	• Number of people experiencing homelessness for first time, including regional and demographic breakdown. • Percentage successful households receiving prevention services, including regional and demographic breakdown. • Percent of clients still in permanent housing at 6,12-, and 24-months following assistance. • Number of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion.	• 75% reduction in the number of people experiencing homelessness for first time. • 75% reduction in the number of people returning to homelessness. • 75% reduction in the number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness. Increase in the number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing. • Reduction in the number of low-income households that are considered rent-burdened. • Quadruple the number of households receiving prevention services. • Increase employment, income, and wealth generation among people experiencing homelessness. • 25% increase in the percentage of clients still in permanent housing at 6,12-, and 24-months following assistance. • Decrease in the number of evictions across Riverside County, demographics, and geographic breakdown. • 100% of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion	• Invest in programs that will immediately address the needs of data-informed special populations, like homeless youth, older adults/seniors, veterans, individuals, and/or families, or prevent them from becoming homeless. • Reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaborative programs. • Invest in programs focused on reducing entries into homelessness for people re-entering communities from jails and prisons. • Invest in programs focused on reducing entries into homelessness for youth and young adults connected to the child welfare and/or juvenile justice systems. • Invest in programs focused on reducing entries into homelessness for people exiting health care settings and programs, including mental health and substance use. • Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness. • Invest in cross-sector partnerships between homelessness services systems and other systems which can support asset and wealth building, including access to educational opportunities and employment services that address the economic instability for people experiencing and exiting homelessness. • Support programs and cross-sector partnerships that prioritize the early identification of households at-risk for homelessness and quickly connect them to services. • Invest in upstream homelessness prevention programs that stabilize individuals, families, and communities, protect vulnerable housing, prevent displacement, and expand tenant protections

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 5: PREVENT PEOPLE FROM EXPERIENCING THE CRISIS OF HOMELESSNESS	STRATEGY 34: ADDRESS INFLOWS OF HOMELESSNESS THROUGH CROSS-SECTOR COLLABORATION, DISCHARGE PLANNING, & EARLY IDENTIFICATION	• Through data sharing agreements, analyze mainstream system data to understand involvement of people experiencing homeless in mainstream systems before they fell into homelessness to better target solutions • At points of intake, ensure there is a thorough questioning of how and where an individual became homeless, with an understanding of mainstream systems they may have touched in advance • Identify and develop specific staff positions responsible for cross-sector collaboration • Develop strategies based on national best practices for improving discharge planning models and coordination to prevent mainstream systems from discharging individuals without stable housing • Develop strategies based on national best practices for early identification of people at-risk for homelessness and get them connected to homeless and other mainstream services • Advocate for necessary resources to incorporate or bring to scale cross-sector collaboration, discharge planning, and early identification • Set cross-sector goals • Develop and adopt a universal housing/economic stability screening tool and automated referral processes for individuals and families accessing safety net services • Expand on initiatives of Whole Person Care and CalAIM to target high utilizers of emergency services	• Number of people experiencing homelessness for first time, including regional and demographic breakdown. • Readmissions and recidivism rates. • Cost saving for discharge planning. • Number of mainstream systems with data sharing agreements or integrations with homeless response system. • Number of mainstream systems utilizing developed homeless tracking metrics. • Number of referrals for housing related services from mainstream institutions.	• 75% reduction in the number of people experiencing homelessness for first time. • 75% reduction in the number of people returning to homelessness. • 75% reduction in the number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness. Increase in the number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing. • Reduction in the number of low-income households that are considered rent-burdened. • Quadruple the number of households receiving prevention services. • Increase employment, income, and wealth generation among people experiencing homelessness. • 25% increase in the percentage of clients still in permanent housing at 6,12-, and 24-months following assistance. • Decrease in the number of evictions across Riverside County, demographics, and geographic breakdown. • 100% of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion	• Invest in programs that will immediately address the needs of data-informed special populations, like homeless youth, older adults/seniors, veterans, individuals, and/or families, or prevent them from becoming homeless. • Reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaborative programs. • Invest in programs focused on reducing entries into homelessness for people re-entering communities from jails and prisons. • Invest in programs focused on reducing entries into homelessness for youth and young adults connected to the child welfare and/or juvenile justice systems. • Invest in programs focused on reducing entries into homelessness for people exiting health care settings and programs, including mental health and substance use. • Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness. • Invest in cross-sector partnerships between homelessness services systems and other systems which can support asset and wealth building, including access to educational opportunities and employment services that address the economic instability for people experiencing and exiting homelessness. • Support programs and cross-sector partnerships that prioritize the early identification of households at-risk for homelessness and quickly connect them to services. • Invest in upstream homelessness prevention programs that stabilize individuals, families, and communities, protect vulnerable housing, prevent displacement, and expand tenant protections
	STRATEGY 35: EXPAND OPPORTUNITIES TO ACHIEVE FINANCIAL STABILITY/ECONOMIC MOBILITY THROUGH EMPLOYMENT, EDUCATIONAL, INCOME SUPPORTS, & WEALTH GENERATION PROGRAMS & SERVICES.	• Increase the connectivity between the Riverside County Workforce Development Center, income supports, and education and homeless services, like prevention, rapid rehousing, etc. to increase and sustain income • Expand partnerships with businesses and social enterprises to train and hire people who have experienced homelessness • Increase access to appropriate services to gain and sustain employment and educational opportunities, such as childcare (or financial assistance for childcare) • Formalize cross-system agreements to improve access to employment and education programs, and outcomes of people experiencing homelessness • Improve data collection on the employment and education needs and outcomes of people experiencing homelessness • Provide training, internships, and mentorships to help people who are unhoused or at risk of homelessness to obtain access to living wage jobs • Establish countywide SSI and veteran's benefits advocacy programs for people experiencing homelessness or at risk of homelessness, including those in the criminal justice system • Explore opportunities to expand assessment tools to also screen for income-generating pathways, like employment, and income supports; provide automated referrals • Identify programs and solutions to develop wealth/equity for people experiencing homelessness and those at-risk of homelessness • Assess the viability of cash transfers and/or universal basic income (UBI) models to empower people experiencing homelessness or at risk of experiencing homelessness to meet their immediate financial needs • Support efforts to increase the minimum wage to a living wage in Riverside County	• Increases to employment, income, and wealth generation among people experiencing homelessness		

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 5: PREVENT PEOPLE FROM EXPERIENCING THE CRISIS OF HOMELESSNESS	STRATEGY 36: REDUCE REENTRIES INTO HOMELESS RESPONSE SYSTEM	• Track and analyze causes for reentry into the homeless response system • Identify targeted solutions for anyone re-entering the homeless response system	• Number of people returning to homelessness, including regional and demographic breakdown. • Number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness. • Number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing.	• 75% reduction in the number of people experiencing homelessness for first time. • 75% reduction in the number of people returning to homelessness. • 75% reduction in the number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness. Increase in the number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing. • Reduction in the number of low-income households that are considered rent-burdened. • Quadruple the number of households receiving prevention services. • Increase employment, income, and wealth generation among people experiencing homelessness. • 25% increase in the percentage of clients still in permanent housing at 6,12-, and 24-months following assistance. • Decrease in the number of evictions across Riverside County, demographics, and geographic breakdown. • 100% of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion	• Invest in programs that will immediately address the needs of data-informed special populations, like homeless youth, older adults/seniors, veterans, individuals, and/or families, or prevent them from becoming homeless. • Reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaborative programs. • Invest in programs focused on reducing entries into homelessness for people re-entering communities from jails and prisons. • Invest in programs focused on reducing entries into homelessness for youth and young adults connected to the child welfare and/or juvenile justice systems. • Invest in programs focused on reducing entries into homelessness for people exiting health care settings and programs, including mental health and substance use. • Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness. • Invest in cross-sector partnerships between homelessness services systems and other systems which can support asset and wealth building, including access to educational opportunities and employment services that address the economic instability for people experiencing and exiting homelessness. • Support programs and cross-sector partnerships that prioritize the early identification of households at-risk for homelessness and quickly connect them to services. • Invest in upstream homelessness prevention programs that stabilize individuals, families, and communities, protect vulnerable housing, prevent displacement, and expand tenant protections

ACTION AREA	STRATEGY	CORRESPONDING ACTIONS	PERFORMANCE METRICS	GOALS	FUNDING PRINCIPLES
ACTION AREA 5: PREVENT PEOPLE FROM EXPERIENCING THE CRISIS OF HOMELESSNESS	STRATEGY 37: PRESERVE VULNERABLE HOUSING & PREVENT COMMUNITY DISPLACEMENT	• Advocate for the creation of a fund to preserve naturally occurring, affordable housing and income restricted affordable housing • Promote the investments of infill area infrastructure, inclusionary zoning, community land trusts, adaptive reuse, etc. • Promote the preservation of existing housing stock through long-term affordability covenants • Advocate for the increased access to homeownership, especially for Black, Indigenous and People of Color (BIPOC) communities • Advocate for right of first refusal policies	• Number of low-income households that are considered rent-burdened. • Number of evictions across Riverside County, including regional and demographic breakdown.	• 75% reduction in the number of people experiencing homelessness for first time. • 75% reduction in the number of people returning to homelessness. • 75% reduction in the number of people exiting mainstream institutions that experience sheltered and unsheltered homelessness. Increase in the number of people who would have been homeless upon discharge from mainstream institutions and are successfully placed into housing. • Reduction in the number of low-income households that are considered rent-burdened. • Quadruple the number of households receiving prevention services. • Increase employment, income, and wealth generation among people experiencing homelessness. • 25% increase in the percentage of clients still in permanent housing at 6,12-, and 24-months following assistance. • Decrease in the number of evictions across Riverside County, demographics, and geographic breakdown. • 100% of programs adhering to Riverside CoC Policies and Procedures for Prevention and Diversion	• Invest in programs that will immediately address the needs of data-informed special populations, like homeless youth, older adults/seniors, veterans, individuals, and/or families, or prevent them from becoming homeless. • Reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaborative programs. • Invest in programs focused on reducing entries into homelessness for people re-entering communities from jails and prisons. • Invest in programs focused on reducing entries into homelessness for youth and young adults connected to the child welfare and/or juvenile justice systems. • Invest in programs focused on reducing entries into homelessness for people exiting health care settings and programs, including mental health and substance use. • Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness. • Invest in cross-sector partnerships between homelessness services systems and other systems which can support asset and wealth building, including access to educational opportunities and employment services that address the economic instability for people experiencing and exiting homelessness. • Support programs and cross-sector partnerships that prioritize the early identification of households at-risk for homelessness and quickly connect them to services. • Invest in upstream homelessness prevention programs that stabilize individuals, families, and communities, protect vulnerable housing, prevent displacement, and expand tenant protections
	STRATEGY 38: EXPAND PROTECTIONS FOR RENTER/TENANTS	• Develop a streamlined approach and public facing database to better track evictions/ unlawful detainers across Riverside County, greatest impact on older adults/seniors and Black, Indigenous and People of Color (BIPOC) • Coordinate and centralize eviction prevention programs across Riverside County • Advocate for the establishment of rent stabilization policies paired with enforceable building standards • Advocate for the establishment of "just cause" eviction policies • Develop and support tenant counseling and legal services for tenant facing housing instability and dislocation • Support a legal right to counsel policy for tenants to prevent evictions • Support right to remain and right to return ordinances • Support tenant option to purchase • Consider developing a tenant advisory council to provide guidance and advice to the city on actions to support tenants and those at-risk of homelessness • Increase access to civil legal aid in situations where legal advocacy will prevent homelessness (e.g., access to State and Federal benefit programs, SSI/SSDI, etc., foreclosure prevention, immigration, tenant representation, unemployment benefits, ABD, etc.) • Strengthen local tenant protections impacting people experiencing homelessness and those at-risk of homelessness	• Number of low-income households that are considered rent-burdened. • Number of evictions across Riverside County, including regional and demographic breakdown.		
	STRATEGY 39: ADVOCATE FOR THE EXPANSION OF A SOCIAL SAFETY NET	• Advocate for the state and the federal government to increase funding and access to safety net services	• Percent of clients still in permanent housing at 6,12-, and 24-months following assistance.		

EXHIBIT B: TRANSITIONAL AGED YOUTH (TAY) HOMELESS ACTION SUMMARY

The following section summarizes actions, strategies, and funding principles of the Riverside County CoC Homeless Action Plan for Transition Aged Youth (TAY) at-risk of and experiencing homelessness.

In 2020 there were 256 youth experiencing unsheltered homelessness, a 41% increase from 2019. Surprisingly, this increase in youth experiencing unsheltered homelessness was accompanied by a 65% decrease in the count of sheltered youth experiencing homelessness. As part of the Needs Assessment and Gaps Analysis of the County of Riverside, stakeholders highlighted the need to provide more services to key sub-populations like Transition Aged Youth (TAY).

Action Area 1: Strengthen System the Better Prevent and End Homelessness, highlights the need to utilize a data-driven approach to invest in programs addressing significant service gaps for high-need communities, under-served or hard to-serve geographic areas, or special subpopulations such as transitional age youth.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing, focuses on developing training and protocols for first responders when engaging people on the streets and encampments, with considerations for interacting with key subpopulations like Transition Aged Youth. These strategies also call for the need to establish resources and refine policies and procedures for existing programs accessed by Transition Aged Youth. Additionally, this action area calls for the refinement of crisis housing policies and procedures like emergency shelter, interim housing, medical respite, domestic violence shelters, faith-based shelters, family shelters, transitional housing, and motel vouchers to ensure they are accessible, low barrier, and housing focused. Policies and procedures will account for the unique shelter needs of Transition Aged Youth.

Strategies in **Action Area 4: Expand and Ensure Equitable Access to Permanent Housing in Our Communities** call for the need to increase housing resources available to Transition Aged Youth, like Rapid Rehousing. This section calls out the need to expand housing supports and programs for Transition Aged Youth.

Action Area 5: Prevent People from Experiencing the Crisis of Homelessness, highlights the need to address the inflows of youth homelessness through cross-sector collaboration, discharge planning, early identification, and housing supports within child welfare, juvenile justice, and education systems. Funding Principles call for the need to invest in programs that will immediately address the needs of homeless youth and programs that reduce entries into homelessness as people exit and/or receive services from institutional settings through cross-sector collaboration.

EXHIBIT C: FAMILY HOMELESS ACTION SUMMARY

The following section summarizes actions, strategies, and funding principles of the Riverside County CoC Homeless Action Plan for families at-risk of and experiencing homelessness.

There is a significant number of families experiencing homelessness in Riverside County and numerous households and families that are precariously housed: doubled-up, living with friends or family, and are therefore at-risk of falling into homelessness.

Action Area 1: Strengthen System to Better Prevent and End Homelessness calls for strengthening of the homeless response system to address the root causes of homelessness, preventing increases of new families falling into homelessness.

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness highlights the need to expand the accessibility of the homeless response system and the need to establish designated resources for special populations experiencing unsheltered homelessness like homeless families.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing focuses on increasing crisis housing available to homeless families and refining crisis housing policies and procedures to ensure they are radically accessible, low-barrier, and housing focused.

Action Area 4: Expand and Ensure Equitable Access to Permanent Housing in Our Communities highlights the advocacy of increased production of affordable housing that will expand housing available to families at-risk or currently experiencing homelessness. Strategies include increasing rapid rehousing for families experiencing homelessness, increasing the availability of flexible housing funds to support move-in costs and flexible housing subsidies, and continuing to leverage housing authority division resources for families experiencing homelessness. Expanding housing access in high opportunity neighborhoods through centralized landlord outreach will have a significant impact on the health of families, most significantly for families with children. Lastly, this action area calls for the advocacy of legislation protecting against housing discrimination in the housing search, which has a

significant impact on families looking to utilize rental assistance, subsidies, or vouchers.

Action Area 5: Prevent People from Experiencing the Crisis of Homelessness focuses on increasing homelessness prevention, diversion, and mediation services, which will greatly benefit families at-risk of homelessness. By collaborating with cross-sector partners, the Action Plan will address the inflows into homelessness for families through effective discharge planning, early identification, and the expansion of social and housing supports.

EXHIBIT D: ENCAMPMENT HOMELESS ACTION SUMMARY

Stakeholder feedback from the Needs Assessment and Gaps Analysis of the County of Riverside highlighted differing regional approaches to outreach and engagement. Some regions utilize more enforcement approaches and others more engagement approaches. The complexities of outreach and engagement often come to a point when responding to encampments, which vary significantly from region to region, encampment to encampment. There currently is not a unified approach to encampment management.

Action Area 1: Strengthen System to Better Prevent and End Homelessness of the Homeless Action Plan calls for the need to refine communications efforts around homelessness in Riverside County. Due to the visibility of unsheltered street homelessness and encampments, it is important to proactively engage the public around the challenges, activities, and implementations of homeless programs and resources.

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness includes a specific strategy to develop county wide encampment management protocols. This will include establishing best practice in encampment management, incorporating person-centered approaches, enhancing coordination with providers, cities, regional governments, and developing formal Encampment Management and Resolution Protocols. Funding Principles call for the investment in multi-agency, multi-jurisdictional solutions to address the health, safety, and housing needs of people experiencing unsheltered homelessness and staying in encampments.

EXHIBIT E: VETERAN HOMELESS ACTION SUMMARY

The successful response to veteran Homelessness in Riverside County represents a roadmap on how to effectively respond to the unique needs of subpopulations. While veteran homelessness is included in all the action areas of the plan, it is most referenced in **Action Area 5: Prevent People from Experiencing the Crisis of Homelessness**. The plan calls for the need to continue to expand upstream early identification, housing, and social supports for veterans at-risk of homelessness. Funding Principles call for the investment in programs that immediately address the needs of data-informed special populations like veterans through housing and supports.

EXHIBIT F: DOMESTIC VIOLENCE HOMELESS ACTION SUMMARY

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness, highlights the need to develop training for first responders when engaging people experiencing unsheltered homelessness who are survivors of domestic violence. Additionally, this action area focused on establishing key resources for special subpopulations experiencing unsheltered homelessness like survivors fleeing domestic violence.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing calls to increase the number of crisis housing beds regionally, with emphasis on domestic violence shelter beds and capacity. Part of this action area addressed the need to expand access to resources and refine crisis housing policies and procedures to ensure that they are accessible, low-barrier, and housing focused. Part of this process will be to assess regional capacity and develop real-time bed availability.

EXHIBIT G: RACIAL EQUITY HOMELESS ACTION SUMMARY

Action Area 1: Strengthen System to Better Prevent and End Homelessness calls to center race equity in the County of Riverside CoC's Homeless Response. Black, Indigenous, and Communities of

Color (BIPOC) are significantly overrepresented in the homeless population, a legacy of historical and contemporary structural racism. The homeless response system also plays a role in perpetuating inequities in service provision, access, and mobility. The County of Riverside CoC will continue to center race equity in the homeless response, disaggregate data to better develop solutions, and look upstream at the inflows and structural roots of homelessness. Furthermore, this strategy calls to embed racial equity lens into all homelessness and housing decisions, develop a racial equity impact assessment that will forecast and assess the impacts of new programs and funding decisions, and incorporate a focus on racial equity data, analysis, and planned activities when submitting and reviewing applications for funding. The strategy emphasizes the need to utilize HMIS to analyze data and create public-facing dashboards around racial inequities in experiences of homelessness, provision of services, and outcomes. The strategy calls to adapt program guidelines, policies, procedures focused on racial equity and institute standardized cultural humility, trauma informed care, and anti-racist trainings for CoC programs and system partners. Lastly it highlights the need to create plan to move forward on racial equity work that will include system and programmatic actions and alignment with other regional equity initiatives.

EXHIBIT H: LGBTQIA+ HOMELESS ACTION SUMMARY

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness, highlights the need to establish resources for key special populations experiencing unsheltered homelessness, including LGBTQAI+ individuals and families.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing calls for the need to refine crisis housing policies and procedures to ensure they are safe and accessible for key subpopulations, including LGBTQAI+ individuals and families.

Action Area 4: Expand and Ensure Equitable Access to Permanent Housing in Our Communities addresses the expanding resources to meet the housing needs of key subpopulations, including LGBTQAI+ individuals and families.

EXHIBIT I: OLDER ADULTS/SENIORS HOMELESS ACTION SUMMARY

Stakeholder feedback from the Needs Assessment and Gaps Analysis of the County of Riverside highlighted the need to provide more services to key sub-populations like Seniors/Older Adults.

Action Area 1: Strengthen System to Better Prevent and End Homelessness of the Homeless Action Plan calls for utilizing a data-driven approach to invest in programs addressing significant service gaps and priority needs for under-served or hard to-serve geographic areas, or special subpopulations such as older adults/seniors.

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness, highlights the need to establish resources for key special populations experiencing unsheltered homelessness, including older adults/seniors. Strategies also include co-developing protocols for first responders when engaging people on the streets and encampments, with special focus on key subpopulations like older adults/seniors.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing calls for the need to refine crisis housing policies and procedures to ensure they are safe and accessible for key subpopulations, including older adults/seniors.

Action Area 4: Expand and Ensure Equitable Access to Permanent Housing in Our Communities addresses the expanding resources to meet the housing needs of key subpopulations, including older adults/seniors.

Action Area 5: Prevent People from Experiencing the Crisis of Homelessness outlines strategies to address inflows into homelessness through cross-sector collaboration, discharge planning, and early identification. To specifically target older adults/seniors, this strategy includes identifying supports to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the need for in home supports and access to licensed adult and senior care facilities. It also calls for improving identification and stabilization of older adults/seniors at greatest risk of housing loss, developing targeted homelessness prevention strategies for older adults/seniors, including development of a data-driven framework for identifying older adults/seniors at greatest risk of housing loss. Additionally, this strategy highlights the need for providing subsidized housing to homeless disabled individuals pursuing SSI and supporting in-home care and long-term care options for older adults/seniors. Lastly, to better address the inflows into homelessness, the Riverside County CoC will advocate and push to expand tenant protections and services that support tenants, which will have a significant impact on older adults/seniors.

EXHIBIT J: OTHER SPECIAL POPULATIONS HOMELESS ACTION SUMMARY

While these subpopulations are addressed throughout the plan, they are specially called out in the following action areas.

Action Area 2: Equitably Address the Health, Safety, and Services Needs of People Experiencing Unsheltered Homelessness, highlights the need to establish resources for key special populations experiencing unsheltered homelessness, including chronically homeless individuals, individuals with Severe Mental Illness (SMI), individuals with Substance Use Disorders (SUD), and high utilizers of emergency services.

Action Area 3: Expand Communities Capacity to Provide Safe and Effective Shelter and Interim Housing calls for the need to refine crisis housing policies and procedures to ensure they are safe and accessible for key subpopulations, including chronically homeless individuals, individuals with Severe Mental Illness (SMI), individuals with Substance Use Disorders (SUD), and high utilizers of emergency services.

Action Area 4: Expand and Ensure Equitable Access to Permanent Housing in Our Communities addresses the expanding resources to meet the housing needs of key subpopulations, including chronically homeless individuals, individuals with Severe Mental Illness (SMI), individuals with Substance Use Disorders (SUD), and high utilizers of emergency services.