Coming Together, Moving Forward

Tulare County Homeless Roadmap on Maximizing Efficiencies

Tulare County Health & Human Services Agency
Homeless Initiatives Program
2019 Edition
## Table of Contents

**INTRODUCTION** ................................................................. 3  
PURPOSE .................................................................................. 4  
OVERVIEW OF AGENCY PROGRAMS & SERVICES ......................... 5  
2018 - 2019 ACCOMPLISHMENTS .............................................. 7  
COORDINATED ENTRY SYSTEM .................................................. 8  
ROLE OF HHSA IN HOMELESS SYSTEM ..................................... 8  
LINKAGES WITH FEDERAL PRIORITIES ....................................... 9  
STRATEGY PRIORITIZATION MATRIX .......................................... 11  

**ENUMERATE** ...................................................................... 12  
1.1 IDENTIFY AND DESCRIBE EXISTING HHSA HOMELESS SYSTEM ....... 13  

**ASSESS** ........................................................................... 15  
2.1 CONDUCT INTERNAL SYSTEM ASSESSMENT OF EXISTING HHSA HOMELESS SYSTEM ........................................ 16  
2.2 ENGAGE WITH EXTERNAL STAKEHOLDERS TO IDENTIFY OPPORTUNITIES TO IMPROVE HHSA HOMELESS SYSTEM ..... 18  

**IMPROVE** ........................................................................ 19  
3.1 ONGOING PERFORMANCE MANAGEMENT & QUALITY IMPROVEMENT OF HHSA HOMELESS SYSTEM .............................. 20  

**LINK** ................................................................................ 22  
4.1 INCREASE INTEGRATION OF HHSA HOMELESS EFFORTS WITHIN THE LOCAL SYSTEM ........................................... 23  
4.2 PROACTIVELY PAIR HHSA SERVICES WITH EMERGING LOCAL HOMELESS INITIATIVES ........................................ 25  

**SUPPLEMENT** .................................................................... 26  
5.1 SEEK OPPORTUNITIES TO INCREASE CAPACITY OF HHSA HOMELESS RESPONSE .................................................. 27  

**CONCLUSION** ................................................................. 29  

Appendix A - Key Terms ............................................................. 31  
Appendix B - Glossary ............................................................... 34
INTRODUCTION
Purpose

The purpose of the Tulare County Homeless Roadmap on Maximizing Efficiencies (CHROME) is to formally outline the Tulare County Health & Human Services Agency’s (hereinafter “HHSA” or “Agency”) approach to improving the coordination and efficiency of its efforts to address homelessness. The report describes a total seven strategies encompassing thirteen activities for reaching this goal, grouped into five primary focus areas.

Notably, this document emphasizes that collaboration with community partners is key to successful implementation of this approach. While the Agency plays a prominent role in the local homeless system, no single entity can, nor should, be solely responsible for addressing homelessness in Tulare County.

The strategies outlined are intended to be implemented through a loosely linear cycle, as illustrated in the flowchart below. However, the Agency will regularly revisit implementation priorities within the report to better align strategies with local needs and priorities.
Overview of Agency Programs & Services

The Agency has a long-standing commitment to reducing local homelessness through its programs and services. While the Agency does not function as a traditional homeless service provider, its programs provide significant support to the local homeless community. The table below describes an overview of the major Agency programs and services benefiting individuals experiencing or at-risk of homelessness.

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Type</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Net Program Administration (CalFresh, TulareWORKs, Tulare County Medical Services &amp; Indigent Care, Medi-Cal, Women, Infants, &amp; Children)</td>
<td>Supportive Services</td>
<td>The Agency administers major federal and state safety net programs in Tulare County. While safety net programs target low-income individuals and families, they are integral in preventing many Tulare County households from entering the homeless system. Further, a significant portion of the local homeless population utilizes these programs to receive essential services. Programs range from cash and employment assistance (TulareWORKs), food benefits (CalFresh), and medical services (Medi-Cal).</td>
</tr>
<tr>
<td>Full Service Partnership Flex Funding</td>
<td>Housing Support</td>
<td>Flex funding, a component of the full service partnership program of the Mental Health Branch’s Mental Health Services Act programs and services, is available to help bridge gaps to mental health services faced by consumers. Often, gaps addressed by this program have no other traditional financing mechanism, and frequently include housing supports, such as short-term rental assistance.</td>
</tr>
<tr>
<td>Mental Health Transitional Housing Sites</td>
<td>Supportive Housing</td>
<td>Mental Health Branch administers 101 transitional housing beds throughout Tulare County. These programs are intended to provide a non-permanent, supportive setting for consumers with the goal of supporting resident transitions to permanent housing with support services.</td>
</tr>
<tr>
<td>Mental Health Permanent Supportive Housing Sites</td>
<td>Supportive Housing</td>
<td>Mental Health Branch administers 58 permanent supportive housing beds at four different sites throughout Tulare County. These settings provide consumers a permanent living setting with available supportive services and case management.</td>
</tr>
</tbody>
</table>
### Agency Homeless Programs & Services (cont.)

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Type</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Homeless Assistance Program</strong></td>
<td>Housing Support</td>
<td>CalWORKs homeless assistance program provides temporary rental assistance to eligible families experiencing homelessness for up to sixteen days.</td>
</tr>
<tr>
<td><strong>Housing Support Program</strong></td>
<td>Housing Support</td>
<td>CalWORKs housing support program provides temporary housing assistance (including rental assistance, security deposits, moving expenses, etc.) to eligible families experiencing homelessness. The program incorporates principles of the evidence-based rapid rehousing intervention by quickly helping families achieve (through housing assistance) and maintain (through available supportive services) housing stability.</td>
</tr>
<tr>
<td><strong>Family Stabilization Program</strong></td>
<td>Housing Support</td>
<td>CalWORKs family stabilization program provides case management and crisis intervention for families experiencing an acute crisis, including homelessness or risk of homelessness. Eligible families are provided temporary rental assistance for up to sixteen days. Funding is approved on a case-by-case basis.</td>
</tr>
<tr>
<td><strong>Child Welfare Services Housing Support Programs</strong></td>
<td>Housing Support</td>
<td>A number of Child Welfare Services programs (Transitional Housing Placement +, Independent Living program), provide rental assistance and other services to youth connected to the child welfare services system until age 25.</td>
</tr>
<tr>
<td><strong>Projects for Assistance in Transition from Homelessness (PATH, via Kings View)</strong></td>
<td>Outreach Services</td>
<td>Provides homeless outreach workers to connect local homeless populations with available resources.</td>
</tr>
<tr>
<td><strong>Housing &amp; Disability Advocacy Program</strong></td>
<td>Housing Support</td>
<td>Connects individuals experiencing homelessness with disabilities with housing opportunities and disability benefits. Integrated locally with the Mainstream Voucher Program, a HHSA co-designed voucher program administered by the Housing Authority of Tulare County that provides vouchers to individuals experiencing homelessness with disabilities.</td>
</tr>
</tbody>
</table>
2018 - 2019 Accomplishments

With the partnership of local agencies, stakeholders, and the community, HHSA addresses homelessness through a wide range of initiatives. Some key homeless initiatives accomplishments from fiscal year 2018 - 2019 include:

- Established a Homeless Initiatives Program Coordinator Position to serve as the point person for coordinating resources, identifying strategic alignments, and further integrating Agency efforts to address homelessness within the broader homeless community.

- Collaborated with Kings/Tulare Homeless Alliance to apply for and secure 45 vouchers from the Mainstream Voucher Program, which provides housing to individuals experiencing homelessness with disabilities, and developed a process to integrate use of these vouchers through the Agency’s Housing and Disability Advocacy Program.

- Partnered with Kings/Tulare Homeless Alliance to leverage Agency grant funding with Alliance resources to create the Integrated Pool for Homeless Initiatives Locally, or PHIL, which provides a streamlined, one-stop shop application for local homeless projects.

- Completed the first-ever analysis and report on the role of racial disparities in the local homeless system. Institutionalized efforts to address racial disparities within the PHIL NOFA by requiring training on the implications for racial equity in systems work.

- Developed Landlord Relations Specialist position in collaboration with Resource Management Agency and Kings/Tulare Homeless Alliance to be funded by Community Development Block Grant program. Position will be responsible for recruiting landlords locally to participate in homeless housing programs.

- Continued implementation of pilot project with Department of Geography at Kent State University to leverage institutional knowledge of the homeless community to further contextualize the local homeless environment.

- Completed initial gap assessment on the local homeless system through work with Focus Strategies, a firm specializing in addressing homelessness.

- Commenced pilot project with Visalia Police Department to pair a social worker with the City’s homeless outreach team to better connect the homeless community with needed services.
Coordinated Entry System

Coordinated entry systems (CES) have become of greater interest and importance among homeless service providers and other stakeholders as a tool to increase efficiencies. Fundamentally, a CES helps homeless service providers assess, prioritize, and connect individuals experiencing homelessness with resources based on their needs and current situation. CES utilize Homeless Information Management Systems (HMIS) to access, update, and utilize relevant information on individuals referred through CES.

Many funding sources, including HUD, require use of a CES to administer major grants. In Tulare County, the coordinated entry system "Every Door Open" is administered by the Kings/Tulare Homeless Alliance.

Role of HHSA in Homelessness

Although HHSA is firmly committed to being a leader in efforts to address homelessness, the Agency does not function as a traditional homeless service provider. HHSA does not offer an overnight low-barrier homeless shelter, nor does it focus efforts solely on the general homeless community. Further, only in very specific situations does the Agency provide capital and operating funds for housing developments. Consequently, the Agency’s primary role in the local homeless response is to complement existing efforts with its resources, programs, and services.

Moving forward, the Agency will look to strengthen existing and form new partnerships with stakeholders throughout Tulare County. The Agency will use its existing platforms, including the Tulare County Task Force on Homelessness, to help craft a collaborative response best suited for the community.

“...the Agency’s overarching role in the local homeless response is to complement existing efforts with its resources, programs, and services.”
Linkages with Federal Priorities

While this report is primarily focused on local homelessness, strategic efforts were made to align objectives and activities with existing federal priorities. This approach supports standardization of efforts to address homelessness, as well as helping to ensure competitiveness and eligibility for future funding opportunities.

Federal objectives are most recently outlined in “Home, Together”, the federal strategic plan to prevent and end homelessness created by United States Interagency Council on Homelessness. The following examples detail a few of the linkages between this report and “Home, Together”.

**Federal Objective 1.2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness**

*Corresponding Local Strategy 4.2: Proactively pair HHSA services with developing local homeless initiatives*

This federal objective recognizes that it is much more difficult to for individual to achieve and maintain housing stability once entering the homeless system, and that emphasis should be placed on preventing the onset of homelessness. Local Strategy 4.2 reflects this understanding by supplementing local homeless initiatives with HHSA resource to help prevent homelessness or ensure homelessness is a short experience.

**Federal Objective 2.1: Identify and Engage All People Experiencing Homelessness as Quickly as Possible**

*Corresponding Local Strategy: 4.1 - Increase integration of HHSA homeless efforts within the local system*

Federal Objective 2.1 emphasizes the need to quickly access relevant information on those experiencing homelessness in order to best formulate informed responses. Centralized information systems, like Homeless Management Information Systems, help address this need by providing quick access to a robust set of data for individuals experiencing homelessness locally. These systems can be accessed by local service providers, but are inherently limited by the number of users providing data to the system. In response, Local Strategy 4.1 calls for increased utilization of the local Homeless Management Information System to provide and access relevant data on the local homeless community.
Linkages with Federal Priorities

Federal Objective 2.3: Implement Coordinated Entry to Standardize Assessment and Prioritization Processes and Streamline Connections to Housing and Services

Corresponding Local Strategy: 4.1 - Increase integration of HHSA homeless efforts within the local system

Federal Objective 2.3 recognizes the importance of standardizing how individuals and families entering the homeless system are assessed and prioritized for available resources and opportunities. Without a standardized assessment process, resource allocation may be inefficient and not reflect the true needs of the local population. In response to this objective, Local Strategy 4.1 will promote the increased use of the existing coordinated entry system, which uses a standardized assessment process, to streamline referrals to or from community resources and programs.

Federal Objective 4.1: Sustain Practices and Systems at a Scale Necessary to Respond to Future Needs

Corresponding Local Strategy: 3.1 - Ongoing performance management & quality improvement of HHSA homeless system

Federal Objective 4.1 calls for continuous quality improvement to be able to sustain success in homeless responses. Reflecting this objective, Local Strategy 3.1 calls for establishing benchmarks on homeless program performance to ensure programs minimize inefficiencies and address identified gaps in the local HHSA homeless response.
Strategy Prioritization Matrix

The remaining sections describe the set of strategies that HHSA will implement to better improve the coordination and efficiency of its local homeless response. The prioritization matrix below details the estimated timelines for implementing these strategies.

<table>
<thead>
<tr>
<th>Short-term Strategies</th>
<th>(0 - 12 months)</th>
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<tbody>
<tr>
<td>1.1 - Identify and describe existing HHSA homeless system</td>
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</table>

<table>
<thead>
<tr>
<th>Intermediate-term Strategies</th>
<th>(0 - 24 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 - Conduct internal system assessment of existing HHSA homeless system</td>
<td></td>
</tr>
<tr>
<td>2.2 - Engage with external stakeholders to identify opportunities to improve HHSA homeless system</td>
<td></td>
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<tr>
<td>4.1 - Increase integration of HHSA homeless efforts within the local system</td>
<td></td>
</tr>
<tr>
<td>4.2 - Proactively pair HHSA services with local homeless initiatives</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Long-term Strategies</th>
<th>(Continuous)</th>
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</thead>
<tbody>
<tr>
<td>3.1 - Ongoing performance management of HHSA homeless system</td>
<td></td>
</tr>
<tr>
<td>5.1 - Seek opportunities to increase capacity of the HHSA homeless response</td>
<td></td>
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</tbody>
</table>
Focus Area I: ENUMERATE
**Strategy**

**ENUMERATE**

Identify and describe existing HHSA homeless system

**Branch Involvement:**
- [ ] Public Health
- [ ] Mental Health
- [ ] Human Services
- [x] All

**Activity Focus:**
- [ ] Internal
- [ ] External
- [x] Both

**Purpose:**

HHSA offers a wide range of homeless programs and services. To many, especially those experiencing homelessness, the detailed characteristics and program requirements can be overwhelming, and may prevent efforts to access needed services.

This strategy is intended to reveal a more accurate characterization of the social, geographical, and service landscape of the HHSA homeless system. By detailing information on Agency homeless programs, HHSA can better coordinate its services both internally and within the broader local homeless system, and further understand its role in ongoing efforts to address homelessness.

**Primary Activities:**

**1.1.1 Comprehensively describe & characterize all HHSA homeless programs and services**

- Identify all Agency programs/services serving individuals experiencing or at-risk of homelessness
- Establish key characteristics of Agency homeless programs/services to be collected
- Collect key programs/services characteristics from Agency homeless program staff
- Generate & manage comprehensive list describing Agency homeless programs and key characteristics
- Hold regular check-ins to allow for Branch-level updates on homeless efforts
- Map out process flows of all programs to clearly demonstrate how programs operate in collaboration with CoC’s Diversion Specialist

**1.1.2 Describe and promote HHSA’s roles and responsibilities in broader regional homeless system**

- Create fact sheets, infographics, or other informational tools that define and illustrate the Agency’s role in the broader local homeless system
- Promote and disseminate informational tools to Agency staff and external stakeholders
- Participate in community forums, op-eds, or other opportunities to outline Agency’s role in broader homeless system
### Purpose:

HHSA offers a wide range of homeless programs and services. To many, especially those experiencing homelessness, the detailed characteristics and program requirements can be overwhelming, and may prevent efforts to access needed services.

This strategy is intended to reveal a more accurate characterization of the social, geographical, and service landscape of the HHSA homeless system. By detailing information on Agency homeless programs, HHSA can better coordinate its services both internally and within the broader local homeless system, and further understand its role in ongoing efforts to address homelessness.

### Primary Activities:

#### 1.1.3 "Map out" HHSA homeless resources, programs, and population characteristics

- Connect with management and/or other stakeholders to identify key layers to include in map
- Identify and explore potential agreement with vendor to provide mapping services
- Work with Continuum of Care to access relevant homeless population data
- Secure necessary data to be included in maps
- Present/make maps available as informational tool for Agency staff/community partners/general public

### Potential Activity Measure(s):

- # regular meetings
- # program list updates
- # of opportunities used to discuss HHSA homeless role

### Potential Community Partner(s):

- Continuum of Care
- Community benefit organizations
- Media outlets
- United Way of Tulare County

### Implementation Priority:

**Short-term**

### Implementation Lead:

- Program staff (1.1.1 & 1.1.2)
- Homeless Initiatives Program (1.1.3)
Focus Area II: ASSESS
Purpose:

Homeless service providers, local governments, and other groups of stakeholders across the country are challenged with responding to rising homeless numbers with increasingly limited available resources. With ongoing uncertainty surrounding the commitment of higher levels of government to adequately funding local homeless efforts, best practices encourage concerted efforts to maximize the effectiveness of available resources.

An Agency homeless system assessment can reveal areas within HHSA homeless programs and services that can be targeted for improvement. Additionally, the assessment may show opportunities for further collaboration or Agency-level integration that can improve overall functionality of the existing HHSA homeless system.

Primary Activities:

2.1.1 Self-identify gaps, challenges, and opportunities within HHSA homeless system

- Utilizing data from Strategy 1.1, identify opportunities to improve and better coordinate HHSA homeless system
- Conduct internal key informant interviews or focus groups on perceived challenges within Agency homeless programs and services
- Develop survey instruments or other data collection tools to gather further information on perceived challenges within HHSA homeless programs and services
- Explore use of external vendor to facilitate and report on gap assessment process

Potential Activity Measure(s):

- # of key informant interviews
- # of surveys collected
- # of performance measures identified

Potential Community Partner(s):

- Kings United Way (HMIS support)

Implementation Priority:

Intermediate-term

Implementation Lead:

- Key Agency Staff (2.1.1 & 2.1.2)
- Homeless Initiatives Program (1.1.3)
**Strategy 2.2**

**ASSESS**

Engage with external stakeholders to identify opportunities to improve HHSA homeless system

**Branch Involvement:**
- Public Health
- Mental Health
- Human Services
- All

**Activity Focus:**
- Internal
- External
- Both

**Purpose:**

HHSA homeless programs and services operate within a broader homeless system in Tulare County. Consequently, a wide range of stakeholders collaborate with and are impacted by the Agency’s homeless efforts. From these interactions, stakeholders offer a unique perspective of the Agency’s role and overall performance in the local homeless system.

Proactive stakeholder engagement can reveal to the Agency opportunities to directly improve existing homeless efforts. Furthermore, stakeholder engagement can reveal a more nuanced understanding of the local homeless environment that can help the Agency better understand and respond to the needs of the homeless population within Tulare County.

**Primary Activities:**

2.2.1 **Conduct key informant interviews on local homeless system with key stakeholders**

- Identify key external stakeholders in the homeless system (e.g. city officials, homeless service providers, county agencies, homeless community, etc.) as potential interviewees
- Develop interview guide or other qualitative data collection tools
- Invite stakeholders to meet to discuss homeless efforts
- Transcribe interviews and synthesize interview notes
- Analyze interview for themes related to opportunities for improving HHSA homeless system
- Prepare brief illustrating findings, and distribute and/or present to HHSA management
- Integrate findings in ongoing HHSA homeless system improvement efforts, including internal system assessment report
Engage with external stakeholders to identify opportunities to improve HHSA homeless system

Purpose:
HHSA homeless programs and services operate within a broader homeless system in Tulare County. Consequently, a wide range of stakeholders collaborate with and are impacted by the Agency’s homeless efforts. From these interactions, stakeholders offer a unique perspective of the Agency’s role and overall performance in the local homeless system.

Proactive stakeholder engagement can reveal to the Agency opportunities to directly improve existing homeless efforts. Furthermore, stakeholder engagement can reveal a more nuanced understanding of the local homeless environment that can help the Agency better understand and respond to the needs of the homeless population within Tulare County.

Primary Activities:

2.2.2 Contextualize local homeless environment through pilot with Kent State University

- Work with outreach workers, continuum of care, and other community partners to identify individuals currently, formerly, or at-risk of experiencing homelessness as potential interviewees to share key information on local homeless system
- Develop interview guide or other qualitative data collection tools
- Collaborate with community partners recruit potential interviewees
- Partner with Kent State University GIS research lab to analyze interviews and other related data points, generate informational tools, and provide an overall increased contextualization of the local homeless environment

Potential Activity Measure(s):

- # of key informant interviews

Potential Community Partner(s):

- Continuum of Care
- Homeless outreach workers (e.g. PATH)
- Homeless providers
- GIS research lab

Implementation Priority:

Intermediate-term

Implementation Lead:

- Homeless Initiatives Program (2.2.2)
- Key Agency Staff (2.1.1 & 2.1.2)
Focus Area III: IMPROVE
Primary Activities:

3.1.1 Develop and implement performance management system to monitor key metrics of HHSA homeless programs

- Identify relevant homeless program performance benchmarks, including those required to be measured for emerging funding opportunities
- Create performance management dashboard containing program benchmarks
- Form HHSA Homeless Program Performance Committee to collect and monitor performance data
- Require staff to complete online performance management training courses
- Regularly enter performance data into dashboard
- Utilize HMIS as a source for homeless program data
- Monitor performance through a racial equity lens and proactively collect data on the role of race in homeless programs
- Earmark performance measures that are unmet
- Prepare summary reports on homeless program performance
**Strategy**

**IMPROVE**

Ongoing performance management & quality improvement of HHSA homeless system

<table>
<thead>
<tr>
<th>Branch Involvement:</th>
<th>Public Health</th>
<th>Mental Health</th>
<th>Human Services</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Focus:</th>
<th>Internal</th>
<th>External</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
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</table>

**Purpose:**

Resources for homeless efforts are frequently insufficient to meet the local need. Consequently, maximizing the efficiency of existing resources is key to the long-term sustainability and impact of homeless programs.

While some metrics are becoming increasingly standardized to monitor (e.g. the role of race in homelessness), HHSA can take the opportunity to monitor the most locally appropriate program aspects. By monitoring key performance metrics of homeless programs and efforts, HHSA can begin to identify program inefficiencies. From identified program inefficiencies, a quality improvement approach would allow HHSA to improve performance, efficiency, and overall functionality of homeless efforts.

**Primary Activities:**

3.1.2 Institutionalize quality improvement processes to improve HHSA homeless programs

- Explore creation of Homeless Program Performance Committee take training on quality improvement techniques and processes
- Assess performance metrics for potential opportunities for improvement
- Create and implement quality improvement projects to increase performance in identified programs
- Ongoing monitoring of program performance dashboard to identify and implement future quality improvement initiatives

**Potential Activity Measure(s):**

- # of quality improvement projects

**Potential Community Partner(s):**

N/A

**Implementation Priority:**

Long-term

**Implementation Lead:**

- HHSA Homeless Program Performance Committee (3.1.1 & 3.1.2)
Focus Area IV: LINK
LINK

Increase integration of HHSA homeless efforts within the local system

Branch Involvement:  
- Public Health  
- Mental Health  
- Human Services  
- All

Activity Focus:  
- Internal  
- External  
- Both

Purpose:

As recognized in national best practices, efforts to address homelessness are better off with increased integration across stakeholders. Historically, siloed efforts frequently result in system inefficiencies, duplicated efforts, and missed opportunities to maximize limited resources. Further, on the state level, data sharing and resource alignment underscore recent legislation and requirements for new funding opportunities, as California continues to emphasize the importance of effectively coordinating homeless efforts.

Through further integrating within the existing homeless coordination system, HHSA can both further the effectiveness of its own efforts, and supplement the functionality of this system, allowing all stakeholders and the homeless community to benefit from this strategy.

Primary Activities:

4.1.1 Increase utilization of local Homeless Management Information System (HMIS) for HHSA homeless programs

- Determine the HHSA programs that would be beneficial to enroll into the local Homeless Management Information System
- Work with Kings United Way to secure system licenses and design which program measures will be captured in HMIS
- Train staff on HMIS policies and procedures, and make available routine refresher or advanced training opportunities
- Regularly enter homeless program data into HMIS
- Utilize HMIS to pull client data when helpful to understand client case history
- Routinely generate reports on homeless program data entered into HMIS to make available for future quality improvement efforts
- Determine if existing program databases can be cross-referenced with HMIS for a more integrated database
Increase integration of HHSA homeless efforts within the local system

**Purpose:**
As recognized in national best practices, efforts to address homelessness are better off with increased integration across stakeholders. Historically, siloed efforts frequently result in system inefficiencies, duplicated efforts, and missed opportunities to maximize limited resources. Further, on the state level, data sharing and resource alignment underscore recent legislation and requirements for new funding opportunities, as California continues to emphasize the importance of effectively coordinating homeless efforts.

Through further integrating within the existing homeless coordination system, HHSA can both further the effectiveness of its own efforts, and supplement the functionality of this system, allowing all stakeholders and the homeless community to benefit from this strategy.

**Primary Activities:**

4.1.2 Promote use of local coordinated entry system within homeless-serving programs

- Train key program staff on homeless assessment tools (e.g. VI-SPDAT)
- Determine whether coordinated entry can be utilized to either receive or provide referrals to the local homeless system
- Train a wide range of staff on the purpose and functionality of the local coordinated entry system
- Compile list of key contacts within coordinated entry system to help staff navigate system

**Potential Activity Measure(s):**

- # of staff trained on Coordinated Entry

**Potential Community Partner(s):**

- Continuum of Care (4.1.2)
- Kings United Way (4.1.1)

**Implementation Priority:**

Intermediate-term

**Implementation Lead:**

- HHSA Homeless Program Staff (4.1.1 & 4.1.2)
Proactively pair HHSA services with emerging local homeless initiatives

**Purpose:**
HHSA is a major service provider for homeless communities and those at-risk of homelessness. Many homeless providers lack access to staffing or resources for critical homeless supportive services. At the same time, homeless providers may have a superior network with the homeless community and other vulnerable populations.

To allow HHSA to better reach its target populations while bolstering the capacity of local homeless providers, targeted efforts to pair HHSA services with new homeless initiatives can greatly the capacity of the local homeless system.

**Primary Activities:**

4.2.1 Identify strategic alignments to provide services, support, and resources to local homeless initiatives

- Form new and maintain existing relationships with local homeless providers and other stakeholders to keep informed on local homeless initiatives (e.g. new homeless shelters)
- Identify and address administrative or regulatory barriers to participating in local homeless initiatives
- Identify and assign interested staff (e.g. LCSW’s) to work on homeless efforts (e.g. a shelter)
- Maintain and report on record of participation in local initiatives

**Potential Activity Measure(s):**

- # of individuals served through participation in local efforts

**Potential Community Partner(s):**

- Continuum of Care (4.2.1)
- Local municipalities (4.2.1)

**Implementation Priority:**

Intermediate-term

**Implementation Lead:**

- Homeless Initiatives Program (4.2.1)
- Key Program Staff (4.2.1)
Focus Area V: SUPPLEMENT
### SUPPLEMENT

**Seek opportunities to increase capacity of HHSA homeless response**

**Branch Involvement:**  
- [ ] Public Health  
- [ ] Mental Health  
- [x] Human Services  
- [x] All

**Activity Focus:**  
- [ ] Internal  
- [ ] External  
- [x] Both

### Purpose:

Homelessness has become a major state, local, and national policy issue in recent years. As a result, numerous agencies have made available a number of new programs to fund local homeless efforts. Often, local government agencies, like HHSA, are the designated applicant for these new funding opportunities. Nevertheless, homelessness has been shown to be best addressed through a coordinated approach, many funding opportunities are structured in a way that requires or strongly encourages interagency collaboration.

To maximize the capacity of the local homeless response, HHSA can seek to participate in available funding opportunities and further leverage existing local resources for addressing homelessness.

### Primary Activities:

#### 5.1 Identify and apply for grant funding for homeless programs and services

- Form internal homeless grant team
- Make basic grant training available to grant team
- Identify potential homeless grant opportunities
- Form community partnerships necessary to pursue funding opportunity
- Attend workshops on homeless grant opportunities when possible
- Assess grant opportunities for local fit and feasibility
- Form ad-hoc grant committees to collaboratively complete application
- Explore creation of homeless budget unit to receive new grant funding
- Ensure grant requirements or deliverables are completed
SUPPLEMENT

Seek opportunities to increase capacity of HHSA homeless response

**Branch Involvement:**
- Public Health
- Mental Health
- Human Services
- All

**Activity Focus:**
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- External
- Both

**Purpose:**
Homelessness has become a major state, local, and national policy issue in recent years. As a result, numerous agencies have made available a number of new programs to fund local homeless efforts. Often, local government agencies, like HHSA, are the designated applicant for these new funding opportunities. Nevertheless, homelessness has been shown to be best addressed through a coordinated approach, many funding opportunities are structured in a way that requires or strongly encourages interagency collaboration.

To maximize the capacity of the local homeless response, HHSA can seek to participate in available funding opportunities and further leverage existing local resources for addressing homelessness.

**Primary Activities:**

5.1.2 Develop new research projects, pilots, or other innovative homeless initiatives

- Monitor best practices and emerging models of homeless programs
- Identify and further explore research questions that provide a better understanding of the homeless community and homeless solutions
- Utilize Agency resources to pilot innovative programs and service delivery models that better respond to local homeless needs
- Work with local homeless community to implement new homeless innovations and projects

**Potential Activity Measure(s):**

- # of applications for funding opportunities
- # of new research questions to explore

**Potential Community Partner(s):**

- Homeless Service Providers (5.1.1)
- Housing Authority (5.1.2)
- Continuum of Care (5.1.3)

**Implementation Priority:**

Intermediate-term

**Implementation Lead:**

- Homeless grant team (5.1.1)
- Homeless Initiatives Program Coordinator (5.1.2)
CONCLUSION
Conclusion

Homelessness is an increasingly challenging issue rooted in a wide range of factors. Economic, social, and political forces help drive the dynamics of homelessness, and necessitate an adaptive and comprehensive approach to addressing the issue. While no one entity can independently end homelessness, government agencies, service providers, and other stakeholders should strive for maximizing use of existing resources.

Tulare CHROME exemplifies HHSA’s commitment toward that goal, and will serve as a key component in ongoing efforts to meaningfully reduce homelessness in Tulare County.

HHSA would like to thank the staff at the Kings/Tulare Homeless Alliance for thoughtful feedback on this document.
## Appendix A - Key Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHAR</td>
<td>Annual Homeless Assessment Report</td>
</tr>
<tr>
<td>APR</td>
<td>Annual Performance Report (for HUD homeless programs)</td>
</tr>
<tr>
<td>Cal Fresh</td>
<td>Supplemental Nutrition Assistance Program (formerly Food Stamps)</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
</tr>
<tr>
<td>CESH</td>
<td>California Emergency Solutions &amp; Housing Program</td>
</tr>
<tr>
<td>CHROME</td>
<td>County Homeless Roadmap on Maximizing Efficiencies</td>
</tr>
<tr>
<td>CoC</td>
<td>Continuum of Care approach to assistance to the homeless</td>
</tr>
<tr>
<td>CoC Program</td>
<td>Federal grant program stressing permanent solutions to homelessness</td>
</tr>
<tr>
<td>Con Plan</td>
<td>Consolidate Plan, a locally developed plan for housing assistance and urban development under CDBG and other CDP programs</td>
</tr>
<tr>
<td>CPD</td>
<td>Community Planning and Development (HUD Office)</td>
</tr>
<tr>
<td>CTD</td>
<td>Connecting the Dots (local 10-Year Plan to End Homelessness)</td>
</tr>
<tr>
<td>EDO</td>
<td>Every Door Open: A Coordinated Intake &amp; Assessment Strategy (local coordinated intake system)</td>
</tr>
<tr>
<td>ES</td>
<td>Emergency Shelter</td>
</tr>
<tr>
<td>ESG</td>
<td>Emergency Solutions Grant (CPD- Federal Program)</td>
</tr>
<tr>
<td>FMR</td>
<td>Fair Market Rent (Maximum for Section 8 rental assistance/CoC grants)</td>
</tr>
<tr>
<td>FTE</td>
<td>Full-time equivalent (employee) (2080 hours of paid employment)</td>
</tr>
<tr>
<td>GA</td>
<td>General Assistance</td>
</tr>
<tr>
<td>HA</td>
<td>Housing Authority</td>
</tr>
<tr>
<td>HCD</td>
<td>Housing and Community Development (State)</td>
</tr>
<tr>
<td>HDAP</td>
<td>Housing Disability &amp; Advocacy Program</td>
</tr>
<tr>
<td>HEAP</td>
<td>Homeless Emergency Aid Program</td>
</tr>
<tr>
<td>HEARTH</td>
<td>Homeless Emergency and Rapid Transition to Housing Act of 2009, S.896</td>
</tr>
<tr>
<td>HMIOT</td>
<td>Homeless Mentally Ill Outreach &amp; Treatment Program</td>
</tr>
<tr>
<td>HMIS</td>
<td>Homeless Management Information System</td>
</tr>
<tr>
<td>HOME</td>
<td>Home Investment Partnerships (CPD program)</td>
</tr>
<tr>
<td>HOPWA</td>
<td>Housing Opportunities for Persons with AIDS (CPD program)</td>
</tr>
</tbody>
</table>
# Appendix A - Key Terms

<table>
<thead>
<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>HP</td>
<td>Homeless Prevention (rental assistance for up to 24 months for people at risk of losing housing)</td>
</tr>
<tr>
<td>HQS</td>
<td>Housing Quality Standards (required before move in for HUD programs)</td>
</tr>
<tr>
<td>HUD</td>
<td>U.S Department of Housing and Urban Development (Federal)</td>
</tr>
<tr>
<td>LINC</td>
<td>Local Initiatives Navigation Center</td>
</tr>
<tr>
<td>MHSA</td>
<td>Mental Health Services Act</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MVP</td>
<td>Mainstream Voucher Program (HUD)</td>
</tr>
<tr>
<td>NOFA</td>
<td>Notice of Funding Availability</td>
</tr>
<tr>
<td>PATH</td>
<td>Projects for Assistance in Transition from Homelessness (PATH)</td>
</tr>
<tr>
<td>PHA</td>
<td>Public Housing Authority</td>
</tr>
<tr>
<td>PHC</td>
<td>Project Homeless Connect</td>
</tr>
<tr>
<td>PHIL</td>
<td>Integrated Pool for Homeless Initiatives Locally</td>
</tr>
<tr>
<td>PIT</td>
<td>Point In Time Homeless Census Count</td>
</tr>
<tr>
<td>PSH</td>
<td>Permanent Supportive Housing (HUD CoC Program, no time limit on length of stay)</td>
</tr>
<tr>
<td>RFA</td>
<td>Request for Applications</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposals</td>
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<tr>
<td>RFQ</td>
<td>Request for Qualifications</td>
</tr>
<tr>
<td>RRH</td>
<td>Rapid Re-Housing (rental assistance of up to 24 months for people who are literally homeless)</td>
</tr>
<tr>
<td>SAMHSA</td>
<td>Substance Abuse and Mental Health Services Administration</td>
</tr>
<tr>
<td>S + C</td>
<td>Shelter plus Care (HUD CoC Program- Permanent housing/ rental assistance)</td>
</tr>
<tr>
<td>SHP</td>
<td>Supportive Housing Program (HUD CoC Program- housing/services)</td>
</tr>
<tr>
<td>SO</td>
<td>Street Outreach</td>
</tr>
<tr>
<td>SOAR</td>
<td>SSI/SSDI Outreach, Access and Recovery</td>
</tr>
<tr>
<td>SNAPS</td>
<td>Office of Special Needs Assistance Program (HUD office overseeing CoC)</td>
</tr>
<tr>
<td>SRO</td>
<td>Single Room Occupancy housing units</td>
</tr>
<tr>
<td>SSA</td>
<td>Social Security Administration</td>
</tr>
<tr>
<td>SSDI</td>
<td>Social Security Disability Income</td>
</tr>
<tr>
<td>SSI</td>
<td>Supplemental Security Income</td>
</tr>
<tr>
<td>SSO</td>
<td>Supportive Services Only (Type of CoC grant providing services only)</td>
</tr>
</tbody>
</table>
## Appendix A - Key Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>TA</td>
<td>Technical Assistance</td>
<td></td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance to Needy Families</td>
<td></td>
</tr>
<tr>
<td>TAY</td>
<td>Transition Age Youth</td>
<td></td>
</tr>
<tr>
<td>TH</td>
<td>Transitional Housing (temporary housing for up to 24 months, depending on program)</td>
<td></td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Affairs</td>
<td></td>
</tr>
<tr>
<td>VISPDAT</td>
<td>Vulnerability Index Service Prioritization Decision Assistance Tool</td>
<td></td>
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</tbody>
</table>
Appendix B - Glossary

Bridge Housing
Short-term housing facility generally intended for those individuals experiencing homelessness that are matched to a long-term housing opportunity but are waiting for administrative requirements to clear.

Child Only Households
Households where members are under the age of 18.

Chronically Homeless (CH)
Individual or head of household with a disability who lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and who has either been continuously homeless for at least 12 months or has experienced at least four episodes of homelessness in the last 3 years where the combined occasions total at least 12 months. Occasions are separated by a break of at least seven nights. Stays in institutions of fewer than 90 days do not constitute a break.

Continuum of Care
Local planning body responsible for coordinating the full range of homelessness services in a geographic area, which may cover a city, county, metropolitan area, or even an entire state.

Couch Surfing
Describes situations where runaway or homeless youth are living in unstable and/or temporary living arrangements such as the couches or spare bedrooms of friends, lovers, or other family members.

Disabling Condition
Any one of (1) a disability as defined in Section 223 of the Social Security Act; (2) a physical, mental, or emotional impairment which is (a) expected to be of long-continued and indefinite duration, (b) substantially impedes an individual’s ability to live independently, and (c) of a nature that such ability could be improved by more suitable housing conditions; (3) a developmental disability as defined in Section 102 of the Developmental Disabilities Assistance and Bill of Rights Act; (4) the disease of acquired immunodeficiency syndrome or any conditions arising from the etiological agency for acquired immunodeficiency syndrome; or (5) a diagnosable substance abuse disorder.
Appendix B - Glossary

Emergency Shelter
A facility with the primary purpose of providing temporary shelter for homeless people.

Homeless Person
An individual or family who lacks a fixed, regular, and adequate nighttime residence and seek shelter in places not meant for habitation such as cars, camps, streets and abandoned buildings. Public or privately operated congregate emergency shelters are also places that house persons and families who are experiencing a housing crisis.

Homeless Management Information System (HMIS)
A software application designed to record and store client-level information on the characteristics and service needs of homeless people. Each CoC maintains its own HMIS, which can be tailored to meet local needs, but must also conform to HUD’s HMIS Data and Technical Standards.

Households with Adults and Children
People who are homeless as part of households that have at least one adult and one child under the age of 18.

Households with Adults Only
Households with single adults and adult couples unaccompanied by children under the age of 18.

Housing Inventory Chart (HIC)
A report on the capacity to house persons who are homeless.

Navigation Center
Temporary low-barrier shelter offering case managers to connect homeless individuals and families to income, public benefits, health services, permanent housing, or other shelter
Appendix B - Glossary

Parenting Youth

Youth (under age 25) who identify as the parent or legal guardian of one or more children who are present with or sleeping in the same place as that youth parent.

Permanent Supportive Housing (PSH) (HUD)

Designed to provide housing and supportive services on a long-term basis to formerly homeless people that have a disabling condition.

Point in Time Count (PIT)

An unduplicated one-night estimate of both sheltered and unsheltered homeless populations.

Rapid Re-Housing (RRH)

A program that provides financial assistance and services to help those experiencing homelessness to be quickly re-housed and stabilized. This is considered permanent housing.

Sheltered Homeless People

People who are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals.)

Transitional Aged Youth (TAY)

Unaccompanied youth under age 25, including youth with children.

Transitional Housing (TH) (HUD)

A program that provides temporary housing and supportive services for up to 24 months with the intent for the person to move towards permanent housing.