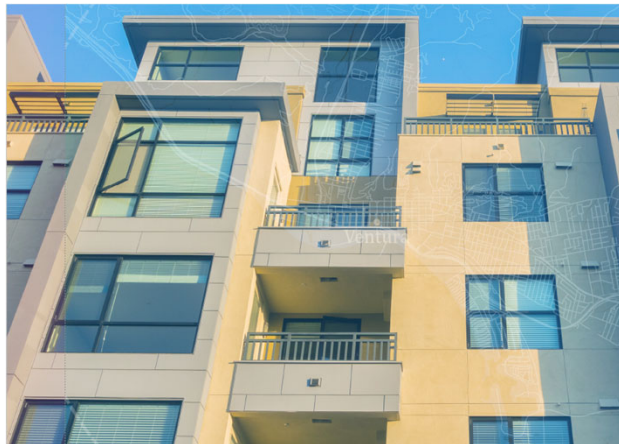


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Agenda

1. Background
 - Qualitative
 - Quantitative
2. Ventura County Homelessness Plan
3. Partnering City Plans



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Background

- Task 1: Kickoff and Project Management
- Task 2: Quantitative Data Collection & Analysis
- Task 3: Qualitative Data Collection & Analysis
- Task 4: Draft & Finalize Homelessness Plan for Ventura County

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Quantitative Analysis

- Point-In-Time Count/ Homeless Management Information System (HMIS) Data Trends
- System Performance Measures
 - Unsheltered Homelessness: Outreach, Access Centers, Coordinated Entry System (CES)
 - Sheltered Homelessness: Emergency Shelter and Interim Housing
- Permanent Housing
 - Housing Choice Vouchers
 - Landlord Engagement Program
 - Affordable Housing Shortfall and Need

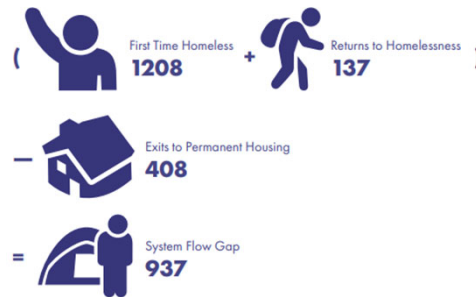
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System Flow Imbalance

*(First Time Homelessness +
Returns to Homelessness)
– Exits to Permanent Housing*

System Flow Gap



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Qualitative Analysis

1. Ventura County Community Survey: 306 responses
2. Ventura County Service Provider Survey: 29 responses
3. Lived Experience Focus Groups: 4 total
4. Key Leadership Interviews: Non-Government, City Leadership, Board of Supervisors
5. Homeless Service Provider Focus Groups: 2 total
6. HAS/County Agencies Focus Groups: 2 total
7. Homeless Service Provider Site Visits: 7 total

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6

Homelessness Gaps Analysis Findings

Strengths

1. Commitment of Service Providers to Address the Homelessness Crisis
2. Advancement of Effective and Innovative Approaches
3. Community Prioritization of Those Most Vulnerable Within the System
4. Multi-Agency Collaboration Among Partners
5. Utilizing New Funding to Increase the Scale of Services

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Homelessness Gaps Analysis Findings

Gaps

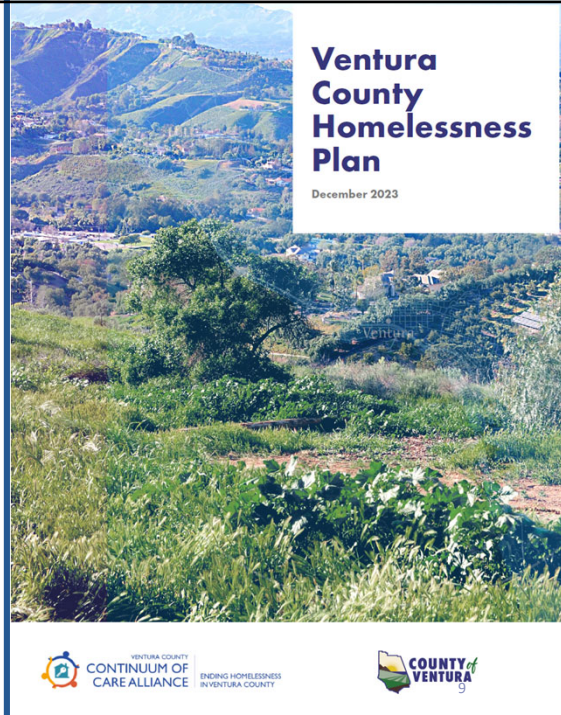
1. System Flow Imbalance– Entries Into Homelessness Outpace Exits
2. Fragmented Regional Approach to Homelessness and Housing
3. Geographic Deficiencies in Service Availability to People Experiencing Homelessness
4. Substandard Data Collection & Availability
5. Insufficient Inclusion of People with Lived Experience

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Ventura County Homelessness Plan

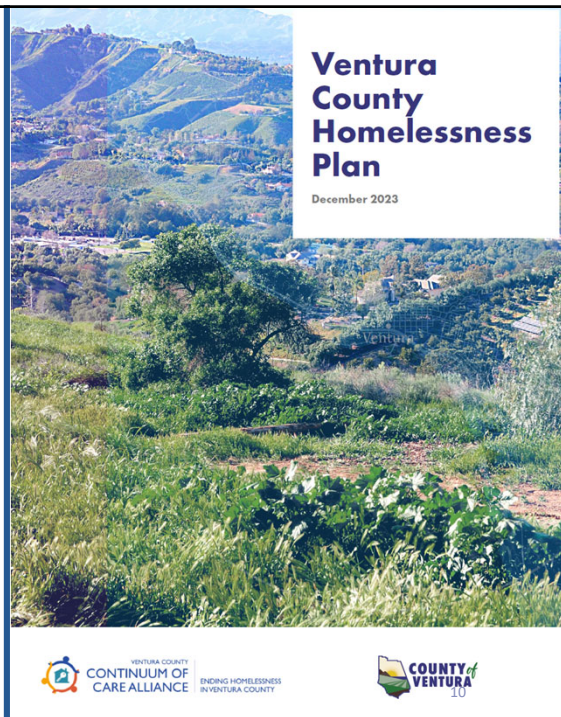
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2. Action Area 2: Regional Coordination & Leadership
3. Action Area 3: Outreach & Service Delivery
4. Action Area 4: Data-Driven Decision Making
5. Action Area 5: Representation & Inclusivity



9

Ventura County Homelessness Plan

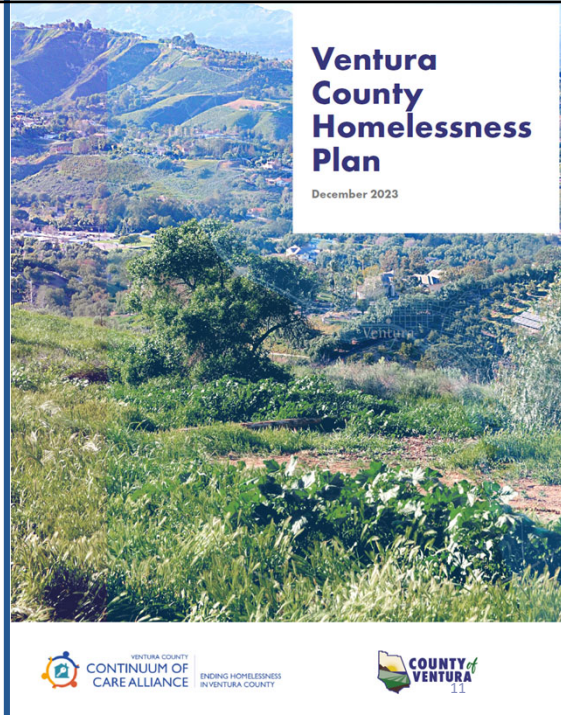
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Ventura County Homelessness Plan

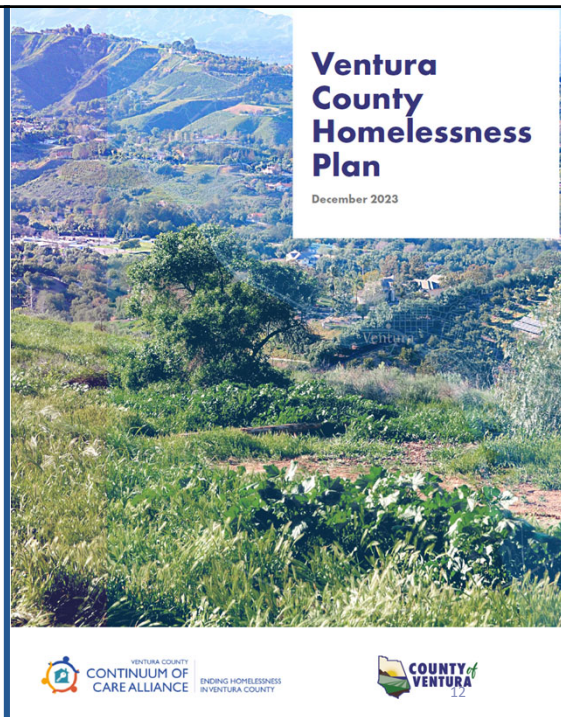
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11

Ventura County Homelessness Plan

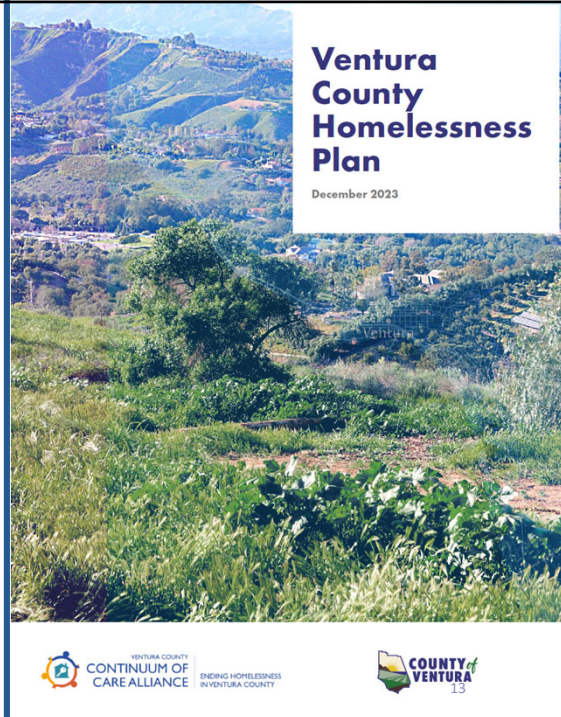
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12

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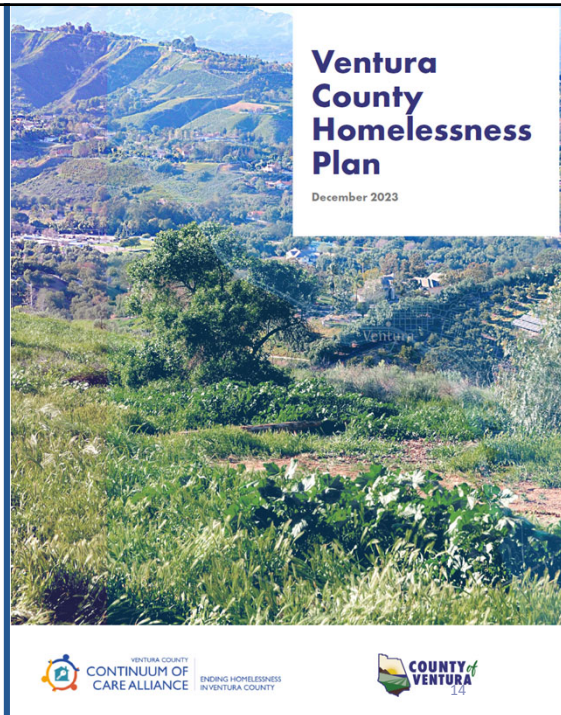
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13

Ventura County Homelessness Plan

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14

Ventura County Homelessness Plan - Goals

1. Utilize a 1:4:10 ratio framework to prioritize investments in permanent housing and homelessness prevention.
2. Establish a permanent funding source for housing, services support, and homelessness prevention.
3. Create and hire a Homelessness Solutions Director.
4. Create and hire a Housing Solutions Director.
5. Establish a "Command Center" for coordinated multi-disciplinary team (MDT) outreach.
6. Expand and standardize engagement approaches and supportive service delivery.
7. Establish a comprehensive real-time and interactive database.
8. Prioritize lived experience in planning and decision-making.

15

15

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16

16

Goal Example

Action Area 1: Housing Prioritization & Funding

Goal	Utilize a 1:4:10 ratio framework to prioritize investments in permanent housing and homelessness prevention <i>For every 1 unit of interim housing developed, aim to develop 4 units of permanent housing, and serve 10 households through homelessness prevention.</i>
How will this address homelessness?	A rightsized homelessness response system will address historical under investments in permanent housing and homelessness prevention solutions and the overreliance on shelter beds, resulting in shorter costly shelter stays and improved outcomes.
Next Steps	<ul style="list-style-type: none"> • Apply 1:4:10 ratio framework when allocating grant funds as appropriate. • Monitor resource availability and adjust ratios accordingly to pursue systemwide balance in prevention, interim housing, and permanent housing resources. • County cost-share policy for shelters to be tied to investments in permanent housing.

17

17

1:4:10 Ratio Framework

1:4:10 Ratio Framework

A ratio framework refers to a specific ratio to inform investments in homelessness interventions based on the extent of need. Historically, Ventura County has underinvested in permanent housing and prevention and diversion solutions. For Ventura County, a ratio of 1:4:10 was calculated to not only increase exits from homelessness, but to also reduce entries into homelessness, balancing the inflows and outflows. This ratio provides guidance for how investments in the system should be prioritized to achieve functional zero.

For every **1 unit of interim housing**, **4 permanent housing destinations** are needed to move people out of the homelessness system, and **10 households** should be served through **prevention and diversion** funding to reduce the number of new people experiencing homelessness and entering the system.

1 Interim unit - moving individuals from unsheltered dwellings into temporary shelter.

4 Permanent Housing Destinations - providing housing solutions, such as RRH, PSH, etc. for those currently experiencing homelessness to move them out of the system.

10 Prevention & Diversion households - preventing households from experiencing homelessness in the first place with targeted funding and interventions from upstream services, such as hospital or medical systems, school districts, carceral systems, CES Access Points, etc.

(See Appendix for complete methodology)

18

18



Partnering City Plans

19

19

Oxnard Goal Example

Action Area 2: Regional Coordination & Leadership

Goal	Integrate homelessness response priorities with Housing Authority activities
How will this address homelessness?	Strengthened integration with Housing Authority activities will reduce barriers to entry and will improve the prioritization of resources available to people experiencing homelessness.
Next Steps	<ul style="list-style-type: none"> Establish regular convenings with the other Housing Authorities to better align Housing Choice Voucher processes for accessibility, ease of use, and easy transfer. Work with Gold Coast Health Plan, the County's CalAIM coordinating hub, and contracted ECM and CS Providers to identify ways to effectively pair ECM and CS services with Housing Choice Vouchers.

20

20

San Buenaventura Goal Example

Action Area 1: Housing Prioritization & Funding

Goal	Launch Homeless Prevention and Diversion Program
How will this address homelessness?	<ul style="list-style-type: none"> • A Prevention and Diversion Program will establish an accessible way that households at-risk of homelessness can access services. • This program will reduce in inflows into homelessness, thus increasing the capacity of the system. <ul style="list-style-type: none"> - This program will serve a minimum of 50 households annually.
Next Steps	<ul style="list-style-type: none"> • Align policies and procedures for program to California Department of Housing and Community Development (HCD) approved Homelessness Prevention Policies & Procedures. • Connect homeless service providers, cross-sector, and nontraditional partners to integrate homelessness prevention screening into their operating procedures. • Ensure that the following best practices are incorporated into the pilot program: <ul style="list-style-type: none"> - Standards: Flexible short-term rental assistance, housing-focused case management, strengths-based service planning, and effective strategies for reducing barriers to housing retention. - Data: All entries tracked in Homeless Management Information System (HMIS), tracked at ZIP Code/City level, disaggregated demographically, consistently evaluated for effectiveness. - Geographic Access: Targeted services to highest-risk populations and geographies to ensure people and communities at highest risk are engaged. • Evaluate the effectiveness of Homeless Prevention and Diversion Program, ensuring successful models are scaled.

21

21

Thousand Oaks Goal Example

Action Area 3: Outreach & Service Delivery

Goal	Integrate CalAIM's Enhanced Care Management (ECM) and Community Supports (CS)
How will this address homelessness?	<ul style="list-style-type: none"> • Leveraged healthcare resources through CalAIM will help support costs associated with the operations of homeless service delivery. • Integration of healthcare and homelessness will improve outcomes for people experiencing homelessness.
Next Steps	<ul style="list-style-type: none"> • Encourage providers who work with Gold Coast Health Plan, the County's CalAIM coordinating hub, and contracted ECM and CS Providers to expand the following CalAIM services provided to people experiencing homelessness in the City of Thousand Oaks. <ul style="list-style-type: none"> - Community Supports - Housing Transition and Navigation Services - Community Supports - Housing Deposits - Community Supports - Housing Tenancy and Sustaining Services - Community Supports - Short-Term Post-Hospitalization Housing - Community Supports - Recuperative Care (Medical Respite) - Enhanced Care Management - Homeless Population of Focus • Integrate CalAIM services with the program model for Navigation Centers and Interim Housing, including the Thousand Oaks Navigation Center. This integration could allow the City to fund ongoing services through Medi-Cal, as opposed to city, state, or federal funds. • Encourage contracted providers to connect with the County CalAIM coordinating hub to ensure they have the administrative capacity for Medi-Cal billing.

22

22

