

Before Starting the Special CoC Application

You must submit both of the following parts in order for us to consider your Special NOFO Consolidated Application complete:

1. the CoC Application, and
2. the CoC Priority Listing.

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The Special Notice of Funding Opportunity (Special NOFO) for specific application and program requirements.
2. The Special NOFO Continuum of Care (CoC) Application Detailed Instructions for Collaborative Applicants which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

CoC Approval is Required before You Submit Your CoC's Special NOFO CoC Consolidated Application

- 24 CFR 578.9 requires you to compile and submit the Special NOFO CoC Consolidated Application on behalf of your CoC.
- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You must upload the [Specific Attachment Name] attachment to the 4A. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

1A. Continuum of Care (CoC) Identification

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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1A-1. CoC Name and Number: CA-505 - Contra Costa County CoC

1A-2. Collaborative Applicant Name: Contra Costa Health Services

1A-3. CoC Designation: CA

1A-4. HMIS Lead: Contra Costa Health Services

1A-5.	New Projects	
	Complete the chart below by indicating which funding opportunity(ies) your CoC applying for projects under. A CoC may apply for funding under both set asides; however, projects funded through the rural set aside may only be used in rural areas, as defined in the Special NOFO.	
1.	Unsheltered Homelessness Set Aside	Yes
2.	Rural Homelessness Set Aside	No

1B. Project Capacity, Review, and Ranking–Local Competition

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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1B-1.	Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Local Competition Deadline attachment to the 4A. Attachments Screen.	
	Enter the date your CoC published the deadline for project application submission for your CoC's local competition.	08/29/2022

1B-2.	Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)	
	Special NOFO Section VII.B.1.a.	
	You must upload the Local Competition Scoring Tool attachment to the 4A. Attachments Screen.	
	Select yes or no in the chart below to indicate how your CoC ranked and selected new project applications during your CoC's local competition:	
	1. Established total points available for each project application type.	Yes
	2. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).	Yes
	3. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).	Yes

1B-3.	Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4A. Attachments Screen.	
	1. Did your CoC reject or reduce any project application(s)?	Yes
	2. Did your CoC inform the applicants why their projects were rejected or reduced?	Yes
	3. If you selected yes, for element 1 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	09/27/2022

1B-3a.	Projects Accepted–Notification Outside of e-snaps. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Accepted attachment to the 4A. Attachments Screen.	
	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	09/27/2022
1B-4.	Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Web Posting–Special NOFO CoC Consolidated Application attachment to the 4A. Attachments Screen.	
	Enter the date your CoC posted its Special NOFO CoC Consolidated Application on the CoC’s website or affiliate’s website–which included: 1. the CoC Application, and 2. Priority Listings.	

You must enter a date in question 1B-4.

2A. System Performance

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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2A-1.	Reduction in the Number of First Time Homeless—Risk Factors.	
	Special NOFO Section VII.B.2.b.	
	Describe in the field below:	
	1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;	
	2. how your CoC addresses individuals and families at risk of becoming homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families.	

(limit 2,500 characters)

1. The CoC analyzes HMIS & annual PIT data, including trends across race, ethnicity age, gender, & LGBTQ+ status to understand risk factors for first time homelessness by subpopulation. The CoC also collects qualitative data from program participants to understand root causes. Risk factors identified in 2021-22 include cost of living, job loss, eviction, substance use & family conflict.

2. The CoC addresses households at risk of homelessness through:

A. Problem Solving. CoC providers & Coordinated Entry (CE) access points engage in Problem Solving conversations to help people at risk of homelessness access resources to prevent homelessness. CoC providers also leverage private funds to offer expanded Problem Solving assistance to households further upstream whose housing is more stable but still at risk. CoC providers offer referrals to partners, including Bay Area Legal Aid & Monument Impact, for tenant & eviction protection.

B. Financial Assistance: The CoC’s Housing Security Fund (HSF) offers flexible financial assist. to households at-risk of or experiencing to pay for housing-related costs such as arrears, application fees, unit repairs, utilities, landlord incentives, & deposits. CoC partner Housing Works uses state funds to provide prevention assistance to families receiving CalWORKS. Info about these funds is widely distributed via the CoC listserv, CoC website, at community meetings, & at CE access points. Catholic Charities, St. Vincent de Paul & Season of Sharing continue to provide emergency assistance to households facing eviction.

C. Discharge Planning: The CoC partners w/ Probation, Reentry Services, Child Welfare, & Hospitals to prevent discharges into homelessness. For example, the CoC awarded expansion of a successful RRH program for people released from State prison w/in last 6 mos to prevent housing instability during reentry.

D. Regional Coordination: The CoC addresses homelessness prevention at a regional level by 1) participating in the All Home California Regional Action Plan to reduce homelessness in the Bay Area 2) regional data group to improve PIT count & 3) coordinated strategies funded through the Homeless Housing, Assistance and Prevention Pgm Round 3 (HHAP-3)

3. County Health, Housing & Homeless Services Division oversees these strategies.

2A-2.	Length of Time Homeless–Strategy to Reduce. (All Applicants)	
	Special NOFO Section VII.B.2.c.	
	Describe in the field below:	
	1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;	
	2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless.	

(limit 2,500 characters)

1. The CoC’s strategy to reduce length of time homeless (LOTH) involves implementing a low-barrier, housing first approach to quickly connect people experiencing homelessness with housing. Additional strategies include:
 - A. Using Problem Solving strategies to help households identify alternative resources to quickly resolve homelessness including flexible financial assistance through the Housing Security Fund.
 - B. Streamlining referral & matching processes through the CE system. Housing Placement Committees help locate referred households, conduct eligibility screening, & assist with obtaining necessary documents to ensure swift housing placement.
 - C. Offering housing navigation services (developing housing plans, application assistance, obtaining documents, locating units) through CoC providers and street outreach to facilitate rapid housing location and ensure effective landlord engagement.
 - D. Implementing new program models in the CoC in 2022 that will include housing-focused case management in shelters and CARE Centers.

2. The CoC utilizes HMIS data, including CE assessment & emergency shelter utilization data, to identify households with the longest LOTH. By name lists are utilized for veterans, youth, and chronically homeless populations to better track those with the longest LOTH who are most vulnerable. The CoC invested in new permanent housing resources in 2020 & 2021, including 201 Emergency Housing Vouchers set aside for those with the longest shelter stays. The 2022 Annual NOFO application included 32 new units of PSH and 9 units (21 beds) of new PH-RRH for survivors of domestic violence. Future voucher opportunities will continue to target people with the longest lengths of time homeless.

3. County Health, Housing, & Homeless Services Division oversees these strategies.

2A-3.	Successful Permanent Housing Placement or Retention. (All Applicants)	
	Special NOFO Section VII.B.2.d.	
	Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:	
	1. emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and	
	2. permanent housing projects retain their permanent housing or exit to permanent housing destinations.	

(limit 2,500 characters)

1. The CoC is increasing the rate that individuals in shelters, TH, and RRH exit to permanent housing through:

A. Increasing permanent housing resources. In FY 2021, the CoC’s largest housing authority (Housing Authority of Contra Costa County) provided 210 Housing Choice Vouchers, 201 Emergency Housing Vouchers for people experiencing homelessness or recently homeless; and housing for 11 households through the Public Housing Program.

B. Using Housing First & targeted assistance. All CoC providers take a Housing First approach to rapidly place people into housing & connect them to mainstream resources to ensure long-term stability. This involves identifying barriers that households face to permanent housing & tailoring assistance to overcome those barriers, including connecting households to employment and benefits to address lack of income; support with reentry services to overcome criminal history barriers; connecting to childcare; linking to voluntary health and behavioral health services; & any other assistance needed to obtain housing.

C. Using Housing Navigators to leverage landlord relationships & access to flexible funds to facilitate rapid housing placement.

2. In FY 2021 the CoC maintained of 98% permanent housing retention or exit to other permanent housing, representing a 1% increase over the previous year. The CoC strives for 100% by offering households a robust set of supportive services, including financial assistance, goal-oriented case management, mediation, workforce development, & connections to benefits. In addition, CE Housing Placement Committees work with households on all referrals to improve matching and maximize client choice & satisfaction, leading to increased housing stability. CoC providers are trained on Problem Solving strategies for helping households identify alternative housing stability resources such as the flexible Housing Security Fund, which can pay costs including those necessary to cover repairs & rent/utility arrears. RRH providers offer ongoing support at check-ins at 3, 6, and 9 months post-subsidy, w/ outcomes tracked in HMIS. Non-congregate shelters instituted a 3-month aftercare program for residents who moved into permanent housing during COVID-19 to increase housing stability as well.

2A-4.	Returns to Homelessness–CoC’s Strategy to Reduce Rate. (All Applicants)	
	Special NOFO Section VII.B.2.e.	

Describe in the field below:	
1.	how your CoC identifies individuals and families who return to homelessness;
2.	your CoC’s strategy to reduce the rate of additional returns to homelessness; and
3.	provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness.

(limit 2,500 characters)

The CoC's 2-year return to homelessness (RTH) held steady and the 12-month RTH rate decreased by 1% despite the COVID-19 pandemic & the CoC's extremely high cost of living.

1. The CoC analyzes HMIS & CE data alongside qualitative data from outreach teams & CoC By Name Lists to identify specific households who return to homelessness. These analyses also help the CoC patterns in who is returning to homelessness (specific subpopulations, geographic concentrations, etc.) & tailor housing supports to minimize returns to homelessness. The community sees that returns to homelessness are primarily driven by challenges in maintaining rental assistance after a subsidy ends. The high-rent market and depleted housing capacity for extremely- and very-low income households in Contra Costa County make it challenging for households to maintain housing stability without additional financial supports even when fully employed.

2. Strategies to reduce RTH include:

A. Problem Solving case management paired with flexible prevention funds: CoC providers prevent returns to homelessness by monitoring for housing stability & having problem solving conversations with households at risk to help them identify resources to maintain their housing. CoC providers also have access to multiple sources of flexible funding that can be used to prevent returns to homelessness, including the Housing Security Fund and the Emergency Rental Assistance Program.

B. Partnering with Employment and Human Services Department to provide required trainings to CoC providers and help connect clients to mainstream financial supports, benefits, & opportunities for employment that increase income & bolster housing stability.

C. Links to legal services: The CoC partners with 5 legal services orgs that provide free eviction-prevention legal services.

3. County Health, Housing, & Homeless Services Division oversees these strategies.

2A-5.	Increasing Employment Cash Income–Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	

Describe in the field below:	
1.	the strategy your CoC has implemented to increase employment cash sources;
2.	how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase income from employment.

(limit 2,500 characters)

1. The CoC's strategies to increase employment income include:
 - A. An early focus on employment: Case managers & employment specialists begin focusing on employment at the beginning of client engagement, ensuring sufficient time to obtain training & build income before subsidies end.
 - B. Collaboration with employment services: The CoC works closely w/the County Employment & Human Services Dept. (EHSD) to connect clients to employment supports, including those available through the Workforce Development Board (WDB), which prioritizes access for people experiencing homelessness. An EHSD representative sits on the CoC Board & helps strategize re: employment access. The CoC hosts the Homeless Workforce Integration Network (H-WIN), a partnership between Workforce Development & homeless services focused on information and resource sharing to support employment for people experiencing homelessness.
 - C. Training: CoC providers attend mandatory training to help clients increase income through employment, as well as how to access WDB services & connect clients to other venues for employment.
 - D. Services to overcome employment barriers: Providers help clients identify barriers to employment & link them to organizations that provide targeted assistance such as the Reentry Success Center & Rubicon for people with mental health issues. The WDB also assists people who lost jobs during COVID-19 through the BounceBack initiative.
 - E. Employing People with Lived Expertise: The CoC & partner agencies create internal positions for program participants or those who have recently completed programs, such as peer support & outreach specialists. The Service Provider Individualized Recovery Intensive Training (SPIRIT) is a collaboration between CCHS and local community colleges to provide behavioral health skills training & employment opportunities for people with lived experience.

2. The CoC works with EHSD & WDB to provide program participants with assistance through America's Job Centers (AJC). AJC services include career planning & assessment, job training, & workshops on basic computer skills, social networking, job searches, interviewing, & resume building. Providers also connect clients to Opportunity Junction for careers in healthcare & administration, & to SparkPoint for help with financial management once they start earning income.

3. County Health, Housing, & Homeless Services Division in collaboration with County EHSD oversee these strategies.

2A-5a.	Increasing Non-employment Cash Income—Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	
	Describe in the field below:	
	1. the strategy your CoC has implemented to increase non-employment cash income;	

	2. your CoC's strategy to increase access to non-employment cash sources; and
	3. provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.

(limit 2,500 characters)

1 & 2. The County Employment & Human Services Dept (EHSD) & CoC operate joint targeted programs to ensure that households experiencing & at risk of homelessness have access to public benefits & opportunities to increase non-employment income. The percentage of adults who increased non-employment cash income increased 2% between FY2020 and FY2021. Programs include the CalWORKs Housing Support Program, Housing Disability Advocacy Program (HDAP), Adult Protective Services Home Safe Program, and Adult & Aging Services Information & Assistance Program. EHSD also provides mandatory annual training to CoC providers on helping increase nonemployment cash income through mainstream benefits, including how to troubleshoot eligibility issues & denials. The CoC works closely with the VA through bimonthly meetings & the use of by-name lists to ensure that veterans receive all benefits they are eligible for. In addition, CoC providers ensure that all eligible clients apply for & receive unemployment benefits, particularly during the COVID-19 pandemic. In order to increase household budgets overall, the CoC partners with community organizations (e.g., Rubicon, SparkPoint) to increase financial literacy & money management skills. SOAR & HDAP connect people with disabilities who are experiencing homelessness to disability benefits & dedicated housing. A specialized HDAP street outreach team staffed by clinicians provides access to these programs for people experiencing unsheltered homelessness. CARE drop-in service centers also provide linkages to benefits specialists who help screen & connect clients to resources, including non-employment cash income. Bay Area Legal Aid works directly with CoC clients to offer advocacy & representation where necessary to obtain & maintain benefits.

3. County Health, Housing, & Homeless Services Division in collaboration with County EHSD oversee these strategies.

2B. Coordination and Engagement–Inclusive Structure and Participation

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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2B-1.	Inclusive Structure and Participation–Participation in Coordinated Entry. (All Applicants)	
	Special NOFO Sections VII.B.3.a.(1)	

In the chart below for the period from May 1, 2021 to April 30, 2022:

1.	select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or
2.	select Nonexistent if the organization does not exist in your CoC’s geographic area:

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing of CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	Yes	Yes
2.	Agencies serving survivors of human trafficking	Yes	No	Yes
3.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
4.	CoC-Funded Victim Service Providers	Yes	Yes	Yes
5.	CoC-Funded Youth Homeless Organizations	Yes	Yes	Yes
6.	Disability Advocates	Yes	No	Yes
7.	Disability Service Organizations	Yes	No	Yes
8.	Domestic Violence Advocates	Yes	No	Yes
9.	EMS/Crisis Response Team(s)	Yes	No	Yes
10.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
11.	Hospital(s)	Yes	No	Yes
12.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent	No	No
13.	Law Enforcement	Yes	Yes	Yes
14.	Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates	Yes	No	Yes
15.	LGBTQ+ Service Organizations	Yes	No	Yes
16.	Local Government Staff/Officials	Yes	Yes	Yes
17.	Local Jail(s)	Yes	No	Yes
18.	Mental Health Service Organizations	Yes	Yes	Yes
19.	Mental Illness Advocates	Yes	Yes	Yes

20.	Non-CoC Funded Youth Homeless Organizations	Yes	Yes	No
21.	Non-CoC-Funded Victim Service Providers	Yes	No	Yes
22.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
23.	Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes
24.	Organizations led by and serving people with disabilities	Yes	No	Yes
25.	Other homeless subpopulation advocates	Yes	Yes	Yes
26.	Public Housing Authorities	Yes	Yes	Yes
27.	School Administrators/Homeless Liaisons	Yes	Yes	Yes
28.	Street Outreach Team(s)	Yes	Yes	Yes
29.	Substance Abuse Advocates	Yes	Yes	Yes
30.	Substance Abuse Service Organizations	Yes	Yes	Yes
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Service Providers	Yes	Yes	Yes
	Other:(limit 50 characters)			
33.				
34.				

By selecting "other" you must identify what "other" is.

2B-2.	Open Invitation for New Members. (All Applicants)	
	Special NOFO Section VII.B.3.a.(2), V.B.3.g.	

	Describe in the field below how your CoC:
1.	communicated the invitation process annually to solicit new members to join the CoC;
2.	ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats;
3.	conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and
4.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).

(limit 2,500 characters)

1. CoC encourages new membrs & communicates process to join at least monthly at CoC meetings. Monthly CoC meetings are public & announced via CoC listserv (2300+ emails), CoC website & other community meetings. Sign-ins/Zoom registrations capture contact information for followup. All CoC meetings hold space for attendees to express interest in membership, suggest ideas for future meetings, & recommend additional partners to invite. All are encouraged to attend meetings, offer input & join the CoC.

2. Accessible PDF versions of materials are available on CoC website. Information at meetings is presented written & orally. Currently all CoC meetings are online with live transcripts with recordings posted on CoC website with closed captions. Future in-person meetings will be at ADA accessible facilities. Interpretation services are available. In 2022, the CoC Board application was translated into 4 languages and the CoC hosted an online support session for prospective members to understand & complete the application process.

3. The CoC reaches out to people with lived experience of homelessness to encourage joining the CoC through lived experience advisory work, PIT Count volunteer opportunities, Homeless Awareness Month events, & the Youth Advisory Council (YAC). The CoC also maintains a list of people who have participated in the CoC and self-identify as having lived experience so the CoC can continue to reach out and engage them. At least 3 people with lived experience, including one youth, serve on the CoC Board and encourage others with lived experience to get involved with the CoC. CoC Governance Committee has proposed bylaws revisions to increase the number of lived experience seats on CoC Board.

4. The CoC Director invites new partners & organizations to join CoC, focusing on underrepresented agencies & culturally specific demographics, including BIPOC, LGBTQ+ (incl Rainbow Community Center) and people with disabilities. New organizations are oriented to CoC's Written Standards, CE, & HMIS systems. CoC lead agency, H3, provided direct TA to BIPOC-led orgs that expressed interest in CoC-funding. The CoC worked with the YAC, County Community Advisory Bd on Reentry, Adult Protect Services, and Employment & Human Services' Elderly Services & others to solicit new members who reflect needs & community demographics.

2B-3.	CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants)	
	Special NOFO Section VII.B.3.a.(3)	

Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness;
2.	communicated information during public meetings or other forums your CoC uses to solicit public information; and
3.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.

(limit 2,500 characters)

1. Monthly provider huddles create opportunities for providers to share feedback on systemic issues. Monthly public CoC Board & Committee mtgs are shared via CoC listserv (2300+ emails), newsletter, website, County bulletin boards & public meeting announcements. All meeting agendas allow time for public comments & questions. CoC engages with City Councils, police chiefs, City Homeless Taskforces & participate on County Advisory Council dedicated to housing and homelessness. CoC holds stakeholder meetings twice a year to seek broad community feedback. The CoC holds open events during annual Homeless Awareness Month where general public discusses systems of care, resources, & community needs; & people with lived experience (PWLE) speak about their experience of homelessness. Youth Action Council meets regularly & supports CoC in identifying needs of homeless youth & TAY. Input from people with lived experience is also solicited through CoC partner agency Hope Solutions' Resident Empowerment Program. People with lived experience are also invited to offer input through participation in multiple committees.

2. Information is communicated during CoC meetings via presentations, handouts on important topics & updates along with Q&A for Board members & the public. Info also widely disseminated via CoC website and listserv. The CoC uses an online Data Request portal to facilitate community access to local data related to homelessness.

3. The CoC & Collaborative Applicant bring information gathered from surveys, focus groups, public meetings, stakeholder convenings, and all other forums to CoC Board & Committees for feedback on planning & recommendations for action. CoC Board reports back to CoC and public re: decisions to close feedback loops. H3 (Collaborative Applicant solicited feedback from people with lived experience on the application for CA state Homeless Housing Assistance and Prevention Round 3 (HHAP-3) funding, including hosting a focus group specifically for people with lived experience and reporting results at a CoC Board meeting. Racial Equity Workgroup priorities have been significantly informed by people with lived experience through an in-person feedback event specifically for people with lived experience, and resulting in changes made into the priority recommendations.

2B-4.	Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)	
	Special NOFO Section VII.B.3.a.(4)	

Describe in the field below how your CoC notified the public:	
1.	that your CoC's local competition was open and accepting project applications;
2.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;
3.	about how project applicants must submit their project applications;
4.	about how your CoC would determine which project applications it would submit to HUD for funding; and
5.	how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats.

(limit 2,500 characters)

1. The CoC provided public notification for proposals through posting on CoC website and announcing all public forums online. The local competition opened on 8/29/2022 when information about the competition process and deadlines were posted online and distributed to CoC members, partners, and the public (listserv of 2300+ emails).

2. CoC encourages & considers applications from organizations not previously funded. The 2022 CoC/ESG Committee convened monthly starting in February 2022 (meetings posted on the CoC website and open to the public), with a focus on improving the local application process using feedback from providers, Review and Rank panelists, applicants, and staff to improve the application process for all applicants, including those new to the process. Solicitation for new projects, including from new organizations, included an invitation to a Special NOFO TA workshop and encouraged organizations to share information about the local competition broadly and with new & previously unfunded orgs. The TA workshop & new project funding opportunities were also announced at CoC Board Meeting. Technical assistance was made available, through an independent consultant, for any organizations interested in applying to assist in developing their project application and using e-snaps.

3. Information on the local process for submitting applications was posted to CoC website and discussed at CoC board meeting & TA workshop. Collaborative applicant staff were available to answer questions regarding the application process.

4. The CoC Board approved, at a public meeting, scoring criteria and review & ranking policies for the Special NOFO. Scoring criteria aligned with CoC and HUD priorities. Details on scoring and ranking processes were communicated to the CoC board and partners at a CoC meeting. Applicants were informed of scoring/ranking processes at the TA workshop. Reasons for reducing any applications were communicated directly to applicants, outside of e-snaps, after the review panel deliberations.

5. Accessible PDF versions of materials were made available on the CoC website. Information at meetings was presented written & orally. All meetings occurred online with interpretation & disability services available. TA workshop recording was posted on the CoC website for those needing additional viewing and review time.

2C. Coordination / Engagement—with Federal, State, Local, Private, and Other Organizations

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2C-1.	Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC’s coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC’s geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with Planning or Operations of Projects
1.	Funding Collaboratives	Yes
2.	Head Start Program	Yes
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	Yes
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	
18.		

2C-2.	CoC Consultation with ESG Program Recipients. (All Applicants)	
	Special NOFO Section VII.B.3.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in Consolidated Plan update.

(limit 2,500 characters)

1. The CoC Board has an ESG representative seat & meets monthly with ESG recipients/Con Plan jurisdictions to coordinate efforts, align funding priorities, & assess needs re: planning and allocation. Most ESG recipients are also CoC recipients, infusing conversations about ESG-funding into all CoC considerations. CoC & ESG providers meet monthly to discuss issues, including leveraging ESG funds. Both State & Entitlement Jurisdictions meet to decide & approve ESG funding priorities for all jurisdictions, consistent with CoC strategic plan & Consolidated Plan priorities. The CoC sought input from ESG recipients re: allocation of ESG-CV funds at 3 open mtgs. A CoC Board subcommittee took these recommendations, along with data revealing system gaps, underserved populations, & utilization trends, to advise the CoC Board, which made final decisions. The CoC Board is staffed by ESG recipients & the ESG program manager overseeing ESG-CV fund distribution.

2. County ESG & Entitlement Jurisdiction representatives sit on the CoC Board & participate in System Performance Measures Committee that evaluates CoC/ESG providers & the coordinated entry system. System Performance Measures across CoC/ESG programs are aligned to reflect the system as a whole. CoC & ESG program outcomes are measured with respect to targets & reported to the CoC and HUD. ESG Representatives & Entitlement Jurisdiction Representatives provide regular report outs to CoC Board on ESG funding, ESG program performance, & ESG program news.

3. CoC shares data (PIT, HIC, & other) at least annually with the State & all jurisdictions within the geographic area to inform planning & funding decisions.

4. The CoC has provided Consolidated Plan jurisdictions with local homelessness information to inform Plan updates through regular and ongoing communication, specific data requests, and special town halls & focus groups. Consolidated Plan jurisdiction representatives also sit on the CoC Board & attend CoC meetings regularly to keep abreast of what is happening in CoC.

2C-3.	Discharge Planning Coordination. (All Applicants)	
	Special NOFO Section VII.B.3.c.	

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.

1.	Foster Care	Yes
2.	Health Care	Yes
3.	Mental Health Care	Yes
4.	Correctional Facilities	Yes

2C-4.	CoC Collaboration Related to Children and Youth—SEAs, LEAs, School Districts. (All Applicants)
	Special NOFO Section VII.B.3.d.

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	Yes
2.	State Education Agency (SEA)	Yes
3.	Local Education Agency (LEA)	Yes
4.	School Districts	Yes

2C-4a.	CoC Collaboration Related to Children and Youth—SEAs, LEAs, School Districts—Formal Partnerships. (All Applicants)
	Special NOFO Section VII.B.3.d.

Describe in the field below:

1.	how your CoC collaborates with the entities checked in Question 2C-4; and
2.	the formal partnerships your CoC has with the entities checked in Question 2C-4.

(limit 2,500 characters)

1. The CoC Board Seat for Education/Vocational Services Representative is held by Contra Costa County Office of Education (CCOE) Youth Development Services (YDS) Manager who is liaison to homeless families across the County & works with CoC & YDS to provide coordinated services for homeless youth to support them to finish school or pursue careers. CoC partners on hosting an annual foster and homeless youth symposium with CCOE. CoC-funded provider & CoC Board member SHELTER, Inc has staff serving on County Local Planning Council for Child Care & Development. CoC partners with legal services to provide homeless youth with legal aid, including information about educational rights.

2. CCOE has a seat on the CoC Board, per CoC governance charter. CoC representatives attend LEA or SEA meetings/planning events; and housing & service providers (e.g. RHY providers) attend CoC meetings/events. H3 (Collaborative Applicant) works with McKinney Vento-funded district homeless education liaisons who screen for McKinney Vento eligibility at enrollment. Families flagged as possibly experiencing homelessness receive follow up regarding current living situation and McKinney Vento eligibility for support services. Families are referred to District Homeless Liaison to address educational needs of homeless families in CoC school districts. Districts share data regularly with HMIS Lead. LEA reps attend CoC meetings & planning events. County school district is county department-affiliate of Collaborative Applicant & coordinates directly with County Headstart program to obtain preschool-aged homeless data. The CoC's TAY CORE Outreach team & Youth Action Council work closely with community colleges to engage & provide services to students experiencing or at-risk of homelessness. Community Colleges also partner with the CoC during PIT counts. CoC collaborates with youth providers (RYSE Center, First Place for Youth & Fred Finch Youth Center) that offer access to education, health/mental health, and employment & training programs. Cross organizational collaboration also occurs with School Districts, who regularly attend CoC meetings. The TAY CORE Outreach team cross trains with school districts and McKinney Vento liaisons on McKinney Vento rights. CoC engaged schools in the 2022 PIT count through direct outreach letters to students.

2C-4b.	CoC Collaboration Related to Children and Youth—Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)	
	Special NOFO Section VII.B.3.d.	

Describe in the field below written policies and procedures your CoC adopted to inform individuals and families who become homeless of their eligibility for educational services

(limit 2,500 characters)

Written Standards for CoC- & ESG-funded programs require that all programs serving families with children or unaccompanied youth:

1. Consider the educational needs of children in housing decisions, including ensuring that children can remain close to their school.
2. Inform families/children & youth of their educational rights, provide written materials, and help with enrollment & linkage to McKinney Vento Liaisons.
3. Not require enrollment at a new school to receive services.
4. Allow parents or youth to make school placement decisions.
5. Not require afterschool or educational programs that would interfere with the regular school day or prohibit them from staying at their preferred school.
6. Post notices of students' rights at each homeless program site.
7. Designate staff to ensure children experiencing homelessness are receiving the educational programs/services they are entitled to & coordinate between the CoC, Dept. of Social Services, Office of Education, McKinney Vento Liaisons, & other providers.

The CoC trains providers to ensure awareness & compliance with these requirements. In addition, the CoC offers families with children extensive support to understand their eligibility for educational services & assistance with accessing services:

1. Homeless Services Education Liaison & Street Outreach partners share this information with students & families experiencing homelessness during counseling, outreach, & case management sessions.
2. Families are provided this information multiple times with reminders & continued assistance to understand eligibility.
3. Districts/Local Educational Agencies (LEAs) screen for McKinney Vento eligibility at enrollment. Families flagged as possibly experiencing homelessness are then followed up with regarding current living situation and McKinney Vento eligibility for support services. Families are referred to District Homeless Liaison for services.
4. LEAs are required to provide outreach for identification (e.g., homeless education rights posters in district & school offices) & to train school and district staff regarding common signs of homelessness.

2C-5.	Mainstream Resources—CoC Training of Project Staff. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Indicate in the chart below whether your CoC trains project staff annually on the following mainstream resources available for program participants within your CoC's geographic area:

	Mainstream Resource	CoC Provides Annual Training?
1.	Food Stamps	Yes
2.	SSI—Supplemental Security Income	Yes
3.	TANF—Temporary Assistance for Needy Families	Yes
4.	Substance Abuse Programs	Yes
5.	Employment Assistance Programs	Yes
6.	Other	Yes

2C-5a.	Mainstream Resources—CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Describe in the field below how your CoC:

1.	systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC's geographic area;
2.	works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance;
3.	provides assistance to project staff with the effective use of Medicaid and other benefits; and
4.	works with projects to promote SOAR certification of program staff.

(limit 2,500 characters)

1. The CoC partners with the County Employment & Human Services Department (EHSD) to provide mainstream benefits training to CoC providers at least annually, covering how to connect program participants to GA, SSI, SSDI, & CalFresh (SNAP). The SSI Advocacy Department also trains outreach teams, social workers, & other CoC providers on SOAR. Programs maintain current info about resources through additional cross-sector trainings, monthly provider meetings, regular case conferencing, and bulletins to the CoC listserv & website. CoC providers work with disability advocacy and legal services orgs to facilitate access including filing appeals. Contra Costa Health Services provides comprehensive services for CoC participants that include: Mental health wellness and prevention planning, outpatient therapy, psychiatric and medication assessments, case management, crisis intervention, outpatient substance use disorder treatment, intensive outpatient treatment, medication assisted treatment, education, and prevention. The CoC website also maintains current information about access to mainstream resources, including additional resources available during the COVID-19 pandemic.

2. The CoC trains all providers on helping clients enroll in health insurance, including how to collaborate with healthcare partners (EHSD, MediCAL) and legal services to assist in overcoming barriers, sometimes through onsite visits. During COVID-19, the CoC increased case management resources able to assist with insurance enrollment as well.

3. The CoC reviews data on utilization of Medicaid & other benefits to determine how well providers are connecting people to mainstream resources & benefits and identify opportunities for improvement. CoC providers also increase benefits utilization by helping clients schedule & attend appointments. Once clients are enrolled in SNAP & other benefits, case managers educate clients on the scope of assistance they are eligible to receive, how to access those benefits, and how they can be used.

4. The CoC promotes a SOAR Online Training course for caseworkers through an annual training on mainstream benefits, monthly CoC meetings, quarterly learning hub meetings, and monthly emails to the CoC Listserv (2300+ emails).

3A. New Projects With Rehabilitation/New Construction Costs

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3A-1.	Rehabilitation/New Construction Costs–New Projects. (Rural Set Aside Only). Special NOFO Section VII.A.	
If the answer to the question below is yes, you must upload the CoC Letter Supporting Capital Costs attachment to the 4A. Attachments Screen.		
Is your CoC requesting funding for any new project(s) under the Rural Set Aside for housing rehabilitation or new construction costs?		No

3B. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3B-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	

Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
--	----

3B-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	
	You must upload the Project List for Other Federal Statutes attachment to the 4A. Attachments Screen.	
	If you answered yes to question 3B-1, describe in the field below:	
	1. how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and	
	2. how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.	

(limit 2,500 characters)

4A. Attachments Screen For All Application Questions

Please read the following guidance to help you successfully upload attachments and get maximum points:

- | | | |
|--|----|---|
| | 1. | You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete. |
| | 2. | You must upload an attachment for each document listed where 'Required?' is 'Yes' |
| | 3. | We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images and reduces file size. Many systems allow you to create PDF files as a Print Option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube. |
| | 4. | Attachments must match the questions they are associated with. |
| | 5. | Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. |
| | 6. | If you cannot read the attachment, it is likely we cannot read it either.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).
- We must be able to read everything you want us to consider in any attachment. |
| | 7. | Open attachments once uploaded to ensure they are the correct attachment for the required Document Type. |

Document Type	Required?	Document Description	Date Attached
1B-1. Local Competition Announcement	Yes		
1B-2. Local Competition Scoring Tool	Yes		
1B-3. Notification of Projects Rejected-Reduced	Yes		
1B-3a. Notification of Projects Accepted	Yes		
1B-4. Special NOFO CoC Consolidated Application	Yes		
3A-1. CoC Letter Supporting Capital Costs	No		
3B-2. Project List for Other Federal Statutes	No		
P-1. Leveraging Housing Commitment	No		
P-1a. PHA Commitment	No		
P-3. Healthcare Leveraging Commitment	No		
P-9c. Lived Experience Support Letter	No		
Plan. CoC Plan	Yes	CoC Plan	09/30/2022

Attachment Details

Document Description:

Attachment Details

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Document Description: CoC Plan

Submission Summary

Ensure that the Special NOFO Project Priority List is complete prior to submitting.

Page	Last Updated
1A. CoC Identification	09/30/2022
1B. Project Review, Ranking and Selection	Please Complete
2A. System Performance	09/30/2022
2B. Coordination and Engagement	09/30/2022
2C. Coordination and Engagement–Con't.	09/30/2022
3A. New Projects With Rehab/New Construction	No Input Required
3B. Homelessness by Other Federal Statutes	09/30/2022
4A. Attachments Screen	Please Complete
Submission Summary	No Input Required

**PLAN TO SERVE INDIVIDUALS AND FAMILIES EXPERIENCING HOMELESSNESS
WITH SEVERE SERVICE NEEDS**

The Richmond/Contra Costa County Continuum of Care (CoC) Plan to Serve Individuals and Families Experiencing Homelessness with Severe Service Needs (“CoC Plan”) is housing-focused, data-informed, and advances racial equity. The CoC Plan advances the Countywide goal of reducing unsheltered homelessness by 75% by 2024 and builds upon the CoC’s program models and performance standards.

P-1. LEVERAGING HOUSING RESOURCES

The CoC seeks to increase the number of permanent housing units available to individuals and families experiencing homelessness by leveraging other housing resources such as California Department of Housing and Community Development’s Homekey program, creating new housing opportunities to meet the varied needs of people experiencing homelessness, and engaging landlords to make additional units available to people experiencing unsheltered homelessness.

P-1.c. Landlord Recruitment

1. The CoC works with service providers and leverages the Housing Authority’s partnerships to recruit landlords and their units in which to use tenant-based rental assistance. The Housing Authority’s partnerships serve as a stable base of landlords to draw from, while the on-going landlord engagement efforts of service providers throughout the County ensure that landlord recruitment reaches the CoC’s entire geographic area. East County is an area that has historically been underserved, but the CoC leverages service provider’s landlord recruitment efforts to effectively identify units in this area as well.
2. In the past three years, the CoC has dedicated more energy and resources to landlord recruitment due to programs, such as the Emergency Housing Vouchers, that have increased access to scattered site housing. In doing so the CoC has learned the importance of being a consistent support to landlords. By having a consistent presence and by being clear about the resources and services available to landlords, more landlords have been recruited and retained.
3. Updates to the CoC’s landlord recruitment strategy will be informed by a variety of data points. The CoC will center qualitative data and feedback from landlords and people experiencing homelessness along with quantitative data to make adjustments to landlord engagement strategies. Lengths of time from program enrollment to lease up to move-in will be assessed and segmented by project type to identify opportunities for improving efficiency or adding resources. This will be overlaid with GIS data, enabling geographic analysis to identify areas of the County where additional landlord recruitment is needed. Additionally, program costs and outcomes will be evaluated. These data points together will be used to adjust budgets and focus resources for landlord recruitment in conjunction with other housing strategies.

P-3. CURRENT STRATEGY TO IDENTIFY, SHELTER, AND HOUSING INDIVIDUALS AND FAMILIES EXPERIENCING UNSHELTERED HOMELESSNESS

The CoC employs multiple strategies to engage individuals and families experiencing unsheltered homelessness in the locations where they reside and connect them with low-barrier shelter, temporary housing, and permanent housing. These strategies are operationalized by the CoC's program models and performance standards, ensuring that housing-focused, trauma-informed, and culturally appropriate services are available and accessible.

P-3.a. Current Street Outreach Strategy

1. The CoC is actively working to coordinate and align outreach services to ensure unsheltered households across the region are served thoroughly and equitably. This is part of a broader initiative that launched July 2022 to implement a new set of program models, which clearly define the purpose, eligible populations, program elements, staffing, and performance measures for seven different types of programs, including outreach. The program models are designed to ensure that the goals and operations of all programs funded by the CoC are aligned and coordinated so that households experiencing homelessness receive consistent level of services and equitable access to resources regardless of how they enter the CoC system.

2. Outreach in Contra Costa County is conducted by the Coordinated Outreach, Referral, Engagement (CORE) teams. CORE teams provide low-barrier access to basic needs and serve as a Coordinated Entry (CE) access point for people experiencing unsheltered homelessness. The CORE Teams are responsible for connecting people experiencing unsheltered homelessness to the system of care, addressing their immediate health and safety needs, and assisting them to move indoors. CORE Teams operate throughout Contra Costa County, with a focus on known encampments. CORE Teams partner with a variety of stakeholders such as Cities, transit agencies, and County departments to target and tailor services to specific populations like families and transition aged youth (TAY). Outreach is conducted Monday through Friday from 7:00 a.m. to 11:00 p.m. and on Saturday and Sunday from 3:00 p.m. to 11:00 p.m. These hours provide maximum coverage across the CoC and help facilitate access to emergency shelter, when needed, requested, and available.

3. The CE system is the foundation of the CoC's strategy to help people exit homelessness and unsheltered homelessness. The CoC has established three types of CE access points—the phone-based 211 system that is accessible through text messaging, CARE Centers with drop-in services, and CORE Team outreach—which maximize the reach of the CE system. CE prioritizes households with the greatest vulnerabilities and lengths of time experiencing homelessness and provides access to all of the CoC's housing opportunities. In addition to the providing access to CE, the access points also conduct housing problem solving to identify alternative solutions to housing crises. The CoC funds Prevention and Diversion services for people at imminent risk of homelessness as well as Rapid Exit for people currently experiencing homelessness—these services offer one-time assistance to help households access stable housing opportunities. This combination of CE and housing problem solving leverage the variety of access points including outreach to help people exit homelessness.

4. CORE Teams align their services and strategies with CE priorities; people with the most acute needs and longest time homeless are prioritized for emergency shelter and/or ongoing

engagement from the team. The model uses Housing First, harm reduction, and trauma-informed principles and has no sobriety requirement, treatment compliance, criminal justice history exclusions or minimum income requirements to receive assistance. This engagement strategy ensures that CORE Teams engage individuals and families experiencing homelessness with the highest vulnerability and use culturally responsive strategies.

5. By providing both basic needs and serving as a CE access point, CORE Teams literally and metaphorically meet people where they are, engaging with them as each individual household requires. CORE Teams are mobile and go where clients are, providing food, hygiene kits, blankets, rain gear and information and referrals. As a CE access point, outreach also conducts intakes and enrollments into the CES program in HMIS, uses established Triage Tools, administers the Housing Needs Assessment (VI-SPDAT), and refers to the Community Queue in the field. Enrolling participants in CES and referring to the Community Queue helps participants exit homelessness, including unsheltered homelessness, and enter permanent housing.

CORE Team staff work with participants in multiple ways, all of which assist individuals and families experiencing unsheltered homelessness exit homelessness:

- Engagement, enrollment, and warm hand-off to other interventions—this includes housing triage, establishing an HMIS record and information and referral. It can include Housing Problem Solving, conducting a Housing Assessment/VI-SPDAT, referring to the Community Queue and facilitating access to Emergency Shelter or Rapid Exit.
- Continued work with participants who cannot or are not willing to access other services, continuing to meet survival needs, building trust and low-pressure housing problem solving.
- Continued work with persons who are in the Community Queue for Rapid Rehousing or Permanent Supportive Housing but cannot access a CARE Center or Emergency Shelter in the interim. CORE Teams help participants to develop and pursue a housing plan; including support with obtaining the documents needed for ESG or CoC PH program enrollment, such as verification of homelessness, and if applicable, chronic homelessness and/or disability, as well as the documents that are likely to be required by a landlord (e.g., government issued photo ID and proof of income).
- Link participants who are living unsheltered to health and behavioral health care services.
- Assist participants who are unsheltered in applying for cash and non-cash benefits (e.g., medical, CalFRESH, CalWORKS, general assistance).

The outreach program model is grounded in data and performance. The CoC has set clear performance standards:

- Exits to permanent or temporary housing are 35% or greater of those served.
- FY2022-23 will track the percent of people who exit the program with housing documents to establish performance benchmarks for FY2023-24.
- 35% of those who enroll in the program without health insurance have acquired it by program exit/annual update.
- 35% of those who enroll in the program without non-cash benefits for which they are eligible, have acquired those benefits by program exit/annual update.

- Exits to unknown destinations are 30% or less.

6. People with lived expertise of unsheltered homelessness are routinely hired to conduct street outreach as well as to provide other services. The CoC encourages people with lived expertise to apply on all job postings. Additionally, education and experience requirements on all job postings have been updated to eliminate barriers for otherwise qualified applicants. Job opportunities are posted through the County and with service providers to expand the reach of the postings. These strategies are currently working, with a majority of CORE Team positions being filled by people with lived expertise.

P-3.b. Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness

1. In June 2022, the CoC adopted a new program model for implementation in July 2022 focused on providing emergency shelter and interim housing (hereafter “shelters”) to people experiencing homelessness that emphasizes providing trauma-informed, safe interim housing for people experiencing literal homelessness while supporting their access to permanent housing opportunities. CORE Team outreach manage referrals to the majority of shelters in the County, intentionally targeting individuals and families experiencing unsheltered homelessness to provide immediate access to shelter.

Shelters provide low-barrier, culturally responsive temporary accommodations to people experiencing unsheltered homelessness and other forms of literal homelessness. Shelters have no set lengths of stay and reduce barriers further by accommodating partners, pets, and possessions, and eliminating curfews and other restrictions. Shelters provide housing-focused services to help households exit shelter to stable housing destinations. These services include Housing Problem Solving and supporting households to secure benefits and income and obtain the documents needed for ESG or CoC PH program enrollment, such as verification of homelessness, and if applicable, chronic homelessness and/or disability, as well as the documents that are likely to be required by a landlord (i.e., government issued photo ID and proof of income).

2. The CoC’s current strategy provides immediate access and effective services to as many people experiencing unsheltered homelessness as possible. In 2020, emergency shelters served 2,448 people (1,599 households) in 600 beds. It is anticipated they will have the capacity to serve a minimum of 2,400 people in program year July 1, 2022-June 30, 2023. This assumes each shelter bed is used by 4 people each year. There are not enough shelter beds to offer one to every person experiencing homelessness at any point in time. The gap between need and availability is greater for singles and transition aged youth than families with minor children. Turning over shelter beds more frequently because people exit to housing is the most efficient way to expand shelter capacity. As explained in the section below, the CoC is actively working to identify and implement strategies to rapidly and equitably house people experiencing homelessness in the County, which will lead to better system-level outcomes and expand rapid access to shelters.

3. Over the past three years, multiple new practices were implemented by shelters in the County. Key changes include creating non-congregate shelter options, installing noise reduction barriers in congregate shelters, and ensuring shelter residents have adequate space to securely store their belongings. The County was also awarded competitive funding twice to build animal-friendly outdoor space, including dedicated kenneling, at two shelters to encourage unsheltered residents with pets to enter shelter when available. One 64 bed shelter completed these renovations in

2021, while the other is in process of making these upgrades. Additionally, the shelter program models include new best practices, including removing curfews and other barriers in congregate shelter, allowing partners to stay in shelter together, removing maximum length of stay restrictions, providing meals on-site, and implementing a trauma-informed care approach. Housing-focused case management is new to shelters and is proving effective at keeping shelter residents engaged in housing problem solving to identify housing solutions.

P-3.c. Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness

1. The CoC provides Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) to the CoC's most vulnerable individuals and families with long histories of homelessness by providing permanently subsidized housing and trauma-informed supportive services to ensure housing retention and improved quality of life for participants. A key component of the permanent housing strategy is delivering proactive Housing First based supportive services focused on housing retention and improved quality of life, which can include housing navigation, recovery support, and behavioral health care. CoC-funded programs are encouraged to continuously improve services and identify opportunities to adjust services and practices to align with Housing First, harm reduction, and trauma-informed principles. In fall 2022, all CoC-funded RRH providers received training in Critical Time Intervention, an evidence-based practice that facilitates community integration and continuity of care to further support the stability of participants as they transition from homelessness to housing. The CoC scores project applications based on how well they align with Housing First principles and incorporates these expectations into program monitoring and evaluation practices.

The CoC leverages the centralized CE system to provide access to low-barrier permanent housing as immediately as possible to individuals and families experiencing unsheltered homelessness and other forms of literal homelessness. People experiencing unsheltered homelessness in particular are targeted for enrollment in Coordinated Entry, the central entry point for permanent housing, by the robust outreach program model. All PSH and RRH openings along with homeless set-asides in mainstream affordable housing are filled via Coordinated Entry.

Because there are too few PSH and RRH resources to meet the needs of people experiencing homelessness, the CoC also provides Rapid Exit services to assist those experiencing unsheltered homelessness and other forms of literal homeless who have identified a housing destination to exit the homeless services system to housing, using housing problem solving and one-time financial assistance if needed. Permanent housing opportunities are preferred whenever possible. The Rapid Exit program is Housing First and trauma-informed, meaning there are no sobriety requirements, treatment compliance, criminal legal system history exclusions, or minimum income requirements for enrollment. These services provide a low-barrier and culturally responsive approach to helping individuals and families with histories of unsheltered homelessness access permanent housing and other housing opportunities.

2. The CoC's strategy provides low-barrier and culturally responsive access to permanent housing to as many individuals and families with histories of unsheltered homelessness as possible. In 2021, 1,758 households successfully exited or retained permanent housing through CoC programming. Prevention services were accessed by 751 households with 76% of

households successfully diverted from the homeless response system and able to retain permanent housing. A total of 933 households were served in PSH, and over 900 households served in the crisis response system exited to temporary or permanent housing destinations (representing 17% of exits). Additionally, 43 households were served by Rapid Exit programming, with 50% exiting to permanent housing and another 17% exiting to temporary housing destinations.

3. The CoC's current strategy, which includes using a Housing First approach, maximizing the use of PSH and RRH resources, and leveraging Rapid Exit programming to house more people is grounded in evidence from research and in evidence of what works in practice. PSH is a national best practice for people with disabilities and the need for on-going services. National research has demonstrated that RRH has low barriers to entry, results in high proportions of housing placements, and, when coupled with the evidence-based Critical Time Intervention case management model, has low rates of return to the homelessness. Both types of housing have proven effective in practice in the County. However, because the need for permanent housing exceeds what is available through the CoC and its partners, Housing Problem Solving and Rapid Exit programming play important roles. The on-the-ground success of Housing Problem Solving and Rapid Exit programming has led to an increased focus on housing-focused outreach and case management along with new contracts for Prevention and Diversion and Rapid Exit providers in FY 2022.

4. As mentioned previously, the CoC began implementing new program models across the homelessness response system in July 2022. Based on learnings from previous years, these program models clearly define the purpose, eligible populations, program elements, staffing, and performance measures for seven different types of programs, including PSH, RRH, and Rapid Exit. This represents the CoC's first time using model-based contracting to scale learnings and best practices to the system level. The program models emphasize a low-barrier Housing First approach, housing-focused and trauma-informed services, racial equity, and accountability for program performance.

Additionally, the CoC developed a new prioritization process for Emergency Housing Vouchers that targeted permanent supportive housing residents ready to transition to less service enriched housing and long-term shelter stayers. The new prioritization has created movement in the PSH and ES portfolio, enabling more people experiencing unsheltered homelessness to be housed or attain shelter using system resources.

P-4. UPDATING THE COC'S STRATEGY TO IDENTIFY, SHELTER, AND HOUSE INDIVIDUALS EXPERIENCING UNSHELTERED HOMELESSNESS WITH DATA AND PERFORMANCE

As mentioned previously, the CoC began implementing new program models across the homelessness response system in July 2022. These program models were developed through a year-long, community led process that centered the voices and needs of people experiencing homelessness. The program models lay out clear performance measures for all program types, which will serve as the basis for continually reviewing and updating strategies to identify, shelter, and house individuals and families experiencing unsheltered homelessness. Led by the Council on Homelessness' Oversight Committee, program models will be monitored throughout the year to ensure a nimble approach to updates and provide data for changes to be made in the

next program year. Service providers and people with lived experience will be asked to provide input on the implementation of the program models to add further qualitative data to these decisions.

1. Outreach performance will be assessed through the on-going monitoring of performance standards and equity measures. As a primary entry point into CE and housing-focused intervention, outreach programs will be evaluated on the percent of exits to housing and the percent of people who become document-ready through their services. Outreach programs are required to enter data in HMIS, which will be monitored quarterly through multiple data quality measures including the percent of known exit destinations, data entry error rate, and data timeliness.

In addition to the performance standards laid out in the program models, the CoC has established the Plan for Accelerating Transformative Housing (PATH) Innovations Committee, which is tasked with reducing unsheltered homelessness. The PATH Innovations Committee conducts a quarterly data review on unsheltered homelessness, explores emerging trends in the data, and identifies best practices to test and scale interventions to address unsheltered homelessness. The Committee has directed the development of advanced analytic systems, which enable near-real time data reporting on the following system-level metrics related to unsheltered homelessness and effectiveness of street outreach:

- Total households experiencing unsheltered homelessness
- Households experiencing unsheltered homelessness for the first time
- Households moving from unsheltered homelessness to shelter
- Households moving from unsheltered homelessness to permanent housing
- Average length of time experiencing unsheltered homelessness

Based on quarterly monitoring of these and other system-level metrics, the PATH Innovations Committee will conduct deep dives into promising practices for outreach and other services and investigate areas of opportunity. The Committee will use continuous quality improvement techniques to test and refine proposed strategies, so that they can be refined and scaled across the system.

The CoC will incorporate new partners into its street outreach strategies by encouraging and partnering with cities to identify and apply for funding for street outreach within their jurisdictions. The CoC will continue to work regularly with various stakeholders including municipal housing tasks forces, law enforcement, and faith communities to identify new opportunities for partnership around street outreach. The CoC Board also includes a dedicated public safety seat to ensure on-going partnership with public safety officers including law enforcement. Additionally, the CoC will begin a stakeholder engagement process in the Fall of 2022 to recruit new partners to apply for local flexible funds, which include opportunities to fund outreach services.

2. Low-barrier shelter and temporary accommodations will also be assessed through the on-going monitoring of performance standards and equity measures. Performance standards include limiting declined referrals and establishing minimum occupancy rates to maximize access to shelter. Additionally, there are metrics around reducing returns to unsheltered homelessness as well as obtaining housing documentation, health insurance, and non-cash benefits, all of which

drive stable exits from shelter and open up capacity to serve new households. Under the new program models, access will be expanded with the adoption of new best practices including accommodating partners, pets, and possessions as well as eliminating curfews and other restrictions.

The PATH Innovations Committee will also monitor the following system-level metrics related to shelter access and performance:

- Households moving from unsheltered homelessness to shelter
- Households moving from shelter to permanent housing
- Households returning to unsheltered homelessness from shelter
- Average length of time in shelter

As described above, the PATH Innovations Committee will use these and other system-level metrics to drive improvements to system strategies, potentially including expanding access shelter.

3. As with the programs above, PSH, RRH, and Rapid Exit programs will be assessed through on-going monitoring of performance standards and equity measures. PSH and RRH programs will be accountable for limiting declined referrals, maintaining minimum occupancy rate standards, ensuring timely unit turns after move-out, and maximizing housing retention and exits to permanent housing. Rapid Exit programs will be accountable for limiting declined referrals, ensuring timely exits from homelessness, and maximizing exits to stable housing.

The PATH Innovations Committee will also monitor the following system-level metrics related to permanent housing:

- Households moving from unsheltered homelessness to permanent housing
- Households moving from shelter to permanent housing
- Households returning to unsheltered homelessness from permanent housing

As described above, the PATH Innovations Committee will use these and other system-level metrics to drive improvements to system strategies for rapidly housing individuals and families with histories of unsheltered homelessness.

P-5. IDENTIFY AND PRIORITIZE HOUSEHOLDS EXPERIENCING OR WITH HISTORIES OF UNSHELTERED HOMELESSNESS

1. The CoC has adopted a regional goal of reducing unsheltered homelessness by 75% by 2024. All of the CoC's current efforts, including the application for funding under this Special NOFO, are connected to reducing unsheltered homelessness. Two primary strategies for achieving this are the newly adopted program models (described above) and the PATH Innovations Committee. The implementation of the program models will help bring the whole system into alignment around Housing First approaches and low-barrier, trauma-informed, and culturally appropriate services. Improving housing placements both within and outside of the system are critical to reducing unsheltered homelessness. Additionally, the PATH Innovations Committee is tasked with identifying creative solutions and promising practices for reducing unsheltered homelessness. As such, it serves as an innovation hub for the CoC, and the practices that are developed and tested with the support of the Committee can be scaled to the system-level.

Programs that are funded through this Special NOFO will have the support of the program models and the PATH Innovations Committee to ensure alignment with the goal of reducing unsheltered homelessness.

2. Through the implementation of the program models, the CoC is in the process of adopting eligibility process that reduce unsheltered homelessness. The program models take a Housing First approach, remove barriers to accessing services, and provide housing-focused case management. Aligning eligibility requirements and programming will help improve access and throughput in the system, leading to a reduction in unsheltered homelessness.

The alignment of program models is enhanced by the CE system, which simplifies and centralizes the housing application process. All CoC permanent housing openings are managed through CE, which ensures the most vulnerable households with the greatest lengths of time homeless are prioritized for housing. The vulnerable households are otherwise at the greatest risk of remaining homelessness, especially in unsheltered homelessness. CE improves the throughput of the entire system by moving more people into housing than would have been possible otherwise, which helps reduce unsheltered homelessness.

3. Street outreach by the CORE Team is a key strategy for connecting people living in unsheltered situations with housing resources. As a CE Access Point, CORE helps people experiencing unsheltered homelessness apply directly for housing, without requiring additional hand-offs or needing to navigate complicated systems. The CORE Team also conducts Housing Problem Solving to help identify alternative housing solutions, and they can refer directly to Rapid Exit to provide access to one-time financial assistance.

4. Housing-focused case management is a key component of the program models. Wherever people experiencing homelessness interact with the crisis response system—including Prevention and Diversion services, street outreach by the CORE Team, CARE Centers, and emergency shelter—they can access to case management services that provide Housing Problem Solving, assist with housing documentation, and help apply for health insurance and non-cash benefits. These services are some of the additional steps the CoC is taking to ensure that people who are unsheltered or have histories of unsheltered homelessness can access housing and other resources in the community.

P-6. INVOLVING INDIVIDUALS WITH LIVED EXPERIENCE OF HOMELESSNESS IN DECISION MAKING—MEANINGFUL OUTREACH

1. The CoC is intentional about gathering input from and sharing decision making power with people with lived expertise of homelessness through a variety of venues. Notably, the CoC Board includes two dedicated and compensated lived-experience seats, one of which is specifically reserved for transition aged youth, and multiple other board members have lived expertise of homelessness, including unsheltered homelessness. The current CoC Board, who will review and approve this CoC Plan along with the Consolidate Application for this Special NOFO, has at least three members with lived experience of homelessness. The outreach conducted for the current CoC Board was successful in recruiting multiple Board members with lived expertise. Future Board recruitment will continue to lower barriers and increase support for recruitment, and new draft of the CoC by-laws seeks to increase lived experience representation on the CoC Board.

2. Individuals and families experiencing homelessness, especially unsheltered homelessness, are meaningfully and intentionally integrated into CoC decision-making in multiple ways. As described above, the CoC Board includes multiple members with lived expertise, and there are efforts underway to increase representation. Through membership on the CoC Board and its subcommittees, people with lived expertise influence local policy and priorities, provide input on the local competition tools and policies for both the Annual NOFO and the Special NOFO, and have the same voting authority as all other members of the CoC Board. The CoC directly incorporates input from people with lived experience in funding decisions outside of the Annual and Special NOFO competitions. In 2022, the CoC sought feedback directly on the CoC application to the California Interagency Council on Homelessness Homeless Housing, Assistance and Prevention program and used that input to directly shape strategies focused on reducing homelessness. The CoC Board also reviewed the 2022 Investment Plan for the California Housing and Homelessness Incentive Program, a program which incentivizes Medicaid managed care plans to align with and invest in the local homelessness response system. Board members with lived expertise also participate on subcommittees, including the PATH Innovations Committee described above. As such, they have directly shape policies and priorities related to unsheltered homelessness.

Additionally, the CoC has a long-standing Youth Action Council, which reports back to the CoC Board monthly, providing recommendations and input to the Board. People with lived expertise are also proactively recruited to participate in evaluations of CoC programs, policies, and procedures and are compensated for their work in these ad-hoc projects. Recent evaluations with meaningful input from people with lived expertise include an Equity Evaluation, CE Evaluation, and HMIS Evaluation—each of these provided people with lived expertise the opportunity to provide input on systems-level issues that directly affect them.

3. The CoC encourages projects to involve individuals and families with lived expertise of homelessness, including unsheltered homelessness, in multiple ways. The program models described above include new standards around customer satisfaction. The CoC will convene workgroups led by people with lived expertise to design the new customer satisfaction tools. Additionally, programs operated by the County have reduced barriers to hiring people with lived expertise by updating education and experience requirements, and job openings are intentionally posted in a variety of venues to encourage a broad pool of applicants. The County has also involved people with lived experience in hiring panels for leadership roles and has engaged in partnership with UC Berkeley’s School of Social Welfare as a host agency for Master’s level students to increase capacity to operationalize and formalize authentic engagement with people with lived experience. The CoC is also actively partnering with a service provider to identify ways to pay people with lived expertise for their input without jeopardizing their public benefits.

P-7. SUPPORTING UNDERSERVED COMMUNITIES AND SUPPORTING EQUITABLE COMMUNITY DEVELOPMENT

1. The CoC is in the midst of its current strategy to identify populations in the County that have not been served by the homeless system at the same rate they are experiencing homelessness or less effectively than members of other groups. The strategy takes a race-forward approach with an intentional focus on eliminating racial disparities, which will in turn elevate other groups. The current strategy began by convening an Equity Workgroup and Action Lab, which led to engaging C4 Innovations to conduct an equity evaluation. During the spring and summer of

2022, the Equity Workgroup condensed the recommendations from the evaluation into a summary and set of priorities. Subsequent stakeholder input sessions, including an in-person event located in an underserved region of the County solely available to people with lived experience, identified the areas of biggest impact and established the focus for a subcommittee moving forward.

To ensure that equity is proactively measured and monitored, the program models described above include two equity measures for each program type:

- Equity Measure 1 – program demonstrates racially equitable service delivery and outcomes as described below:
 - Different racial groups are assisted in rates comparable to their presence in the PIT Count.
 - Rates of obtaining housing and securing needed documents and benefits are comparable across racial groups.
 - No racial group should be disproportionately terminated from assistance.
- Equity Measure 2 – Each level of an organization from frontline staff to executive leadership and board membership needs to include people with lived experience and reflect the populations being served by race and gender.

2. In 2021, two racial groups were substantially overrepresented in the homelessness response system compared to the general population. People identifying as American Indian, Alaska Native, or Indigenous were overrepresented by a factor of nine, making up 8% of those served in the CoC. People identifying as Black, African American, or African were overrepresented by a factor of four, making up 42% of those served in the CoC. The racial and ethnic demographics of families with children receiving services are different from individuals. The largest groups included 21% identifying as Asian or Asian American, 19% identifying as Native Hawaiian or Pacific Islander, 19% identifying as multiple races, and 19% identifying as Hispanic/Latin(a)(o)(x).

In addition to varied representation within the homelessness response system, system resources accessed by different groups varied as well. The groups with the greatest proportion accessing Prevention and Diversion services were people identifying as Asian or Asian American (24%) and Hispanic/Latin(a)(o)(x) (16%), compared to 11% overall. The groups with the greatest proportion accessing PSH were people identifying as Asian or Asian American (16%), Native Hawaiian or Pacific Islander (14%), and White (14%) compared to 13% overall. These differences indicate that different groups interact with the homelessness response system in a variety of ways, both positively and negatively.

3. The CoC's strategy to provide outreach, engagement, and housing interventions to serve populations experiencing homelessness that have not previously been served at the same rate they are experiencing homelessness is multi-pronged. First, the Racial Equity Workgroup's identified priorities are driving system-level changes to improve equity. Second, the CoC has also developed a plan for California's Homeless Housing, Assistance, and Prevention Grant program, which identifies three underserved populations—veterans, people identifying as Hispanic/Latin(a)(o)(x), and people identifying as Asian or Asian American—as priority populations. Third, Contra Costa County's Health, Housing, & Homeless Services (the CoC's administrative agency) has been charged with allocating new local funds to agencies addressing

homelessness in alignment with the CoC's goals to promote equitable community development. The funding process will be heavily informed by community partners and is designed to encourage applications from organization led by and serving Black, Indigenous, and People of Color (BIPOC) communities.

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