

# NAPA COUNTY TEN YEAR PLAN TO END HOMELESSNESS



*Homeless Services Planning Council*  
2006

## Napa County 10 Year Plan To End Homelessness

BACKGROUND ON HOMELESSNESS IN NAPA COUNTY: At any given point in time, an estimated 1000 people are homeless in Napa County. This number has grown steadily over the past decade, the result of the unfortunate intersection between personal problems or hardships and systemic breakdowns. Central to the systemic breakdowns in Napa County is the growing imbalance between housing costs and wages. The combination of rising rental costs and falling vacancy rates makes people with low incomes extremely vulnerable to homelessness, and makes it exceedingly difficult for those already homeless to regain housing. At the same time, wages in 14 of the top 20 growth occupations in the County have a mean starting wage of less than \$9/hour,<sup>1</sup> much less than the \$16.25/hour needed to afford a one-bedroom apartment at federal fair market rates.<sup>2</sup> Further, this \$16.25/hour, the Napa County Housing Wage, represents 122% of the mean renter wage of \$13.34/hour.<sup>3</sup> At the same time, the shortage of available health and social services makes it difficult for people, especially those with physical, mental health or addiction disabilities, to get the assistance they need to be able to maintain housing and stability.

Napa County has developed many effective programs that have assisted hundreds of homeless individuals and families back into housing and stability. However, the continuing growth in the numbers of people falling into homelessness, the lack of capacity in the homeless system to meet the full demand for shelter and services, and the repeated recycling of people who are chronically homeless through shelters, hospitals and jails without obtaining the help they need is evidence of problems in the current approach.

### Overview of Homelessness in Napa County

- ◆ People living in families make up 51% of Napa's homeless population, most of these are children. Single adults make up the other 49%.
- ◆ 307 people are chronically homeless, meaning that they have been homeless for an extended period of time and suffer from a health, mental health or addiction disability. 77% of this population is living outside the shelter system, on the streets, in camps along the Napa River, and in makeshift dwellings in agricultural fields or parks.
- ◆ Most homeless people (78%) live in the City of Napa, and the rest live in the towns and rural areas of up-valley Napa County. Many of this latter group are migrant farm workers.
- ◆ More than one-third (36%) of homeless households have a special need. Of these, 42% have a problem with drugs or alcohol, 42% have a mental illness, 22.5% suffer from a physical disability and 5.8% have a chronic illness. 7.5% are fleeing domestic violence.

<sup>1</sup> Napa Community Assessment Report 2000.

<sup>2</sup> National Low Income Housing Coalition, "Out of Reach", 2005.

<sup>3</sup> *Id.*

**A NEW APPROACH:** The Napa County Ten Year Plan To End Homelessness has been developed with the goal of addressing these problems. Building on the excellent programs already in place, it proposes new policies and structures that integrate existing programs and services into one coordinated and comprehensive system better able to both prevent homelessness and end it quickly for those who have fallen into its grips. It also seeks to identify additional resources to expand key housing and services to meet the full level of need and to more fully involve all sectors of the community, public agencies, businesses, churches, community organizations and the general public, in the effort to prevent and end homelessness in the County.

The Plan was developed by the Ten Year Planning Subcommittee of the Napa County Homeless Services Planning Council. This planning process builds on the assessment and planning work of the strategic planning process that culminated in the 2002 report, *Reducing Homelessness in Napa County: Needs, Trends, Solutions*. Over the course of several months, the Subcommittee met four times to draft and review individual components of the plan. In doing so, the Subcommittee discussed the services and housing Napa County has, as well as the gaps to be filled. Further, they examined the new housing models being used in other communities throughout the country, developing the plan to utilize these new national housing models while still meeting the local needs of Napa County.

Upon completion of the first full draft of the Ten Year Plan, the Ten Year Planning Subcommittee convened a Homeless Ten Year Planning Summit, in September 2005. The Summit was attended by service providers throughout the county, as well as city and county government representatives, law enforcement, and consumers. All participants gave input into the plan, completing sections that only they, with their individual expertise, could complete. The final draft of the Ten Year Plan is currently being considered for approval by the Napa County Board of Supervisors, the City of Napa City Council and the St. Helena City Council.

**VISION STATEMENT & GUIDING PRINCIPLES:** The work of the Ten Year Planning Subcommittee was guided by a vision statement which articulates the County's overall goal as it seeks to end homelessness in the next ten years. In addition, the Subcommittee identified 5 cross-cutting themes that informed the development of the Plan and should guide its implementation.

Vision Statement: "Napa County's vision is that every person has access to safe, decent, and affordable housing with comprehensive services that result in self-sufficiency and well-being."

Cross-Cutting Themes:

- ◆ *Consumer Involvement* is essential to ensure that the policies and programs developed to prevent and end homelessness are responsive to the actual needs and realities experienced by those who are homeless or at-risk.
- ◆ *Collaboration* among all agencies in contact with people who are homeless or at-risk, both homeless and mainstream, is the most effective and efficient way to ensure that their full range of needs are addressed, thus enhancing the likelihood that they will be able to regain housing stability and self-sufficiency for the long term.
- ◆ *Data Collection* must be an ongoing aspect of the effort to address homelessness, in order to provide information on need to guide the development of programs and policies, and to ensure continuous quality improvement.
- ◆ *Public Relations* is central to the successful implementation of the plan, as it requires the involvement of the full community, including the public sector, non-profits and faith based organizations, the business sector and the general public. Education and outreach on homelessness and how to prevent and end it will help to build support for funding and policy and program development. It will also facilitate broad involvement in key strategies, such as enhancing early identification and intervention and developing training and employment opportunities.
- ◆ *Leadership* by elected officials, agency staff, and business and community leaders is needed to legitimize the plan's strategies and actions, develop needed funding and resources, and build countywide momentum for change.

**PLAN IMPLEMENTATION, ACCOUNTABILITY & FINANCING:** Overall monitoring of plan implementation and coordination of actions and resources will be carried out by the Napa County Homeless Services Planning Council (HSP), which is composed of representatives from County Health and Human Services Administration programs, the Housing Authority, local government, homeless services providers, and people who are homeless or formerly homeless. Staff support will be provided by the Napa Valley Coalition of Non-Profit Agencies. The HSP will be responsible for developing an Annual Implementation Blueprint that will detail the tasks to be carried out each year in order to fully implement the Plan's actions.

At the Homeless Ten Year Planning Summit, each of the actions in the ten-year plan was assigned a Responsible Party and an Implementer. The Responsible Party is accountable for the implementation of the specified action, providing oversight and helping to coordinate the people and resources needed to carry out the action. The Implementer carries out all the day-to-day tasks necessary to realize the action. The Annual Implementation Plan developed by the HSP provides a yearly framework to guide the Responsible Party and the Implementer in their work. The Ten Year Planning Summit also assigned expected outcomes, benchmarks and an estimated completion date for each action that provide further guidance for implementation.

The HSP, in conjunction with the Responsible Parties and Implementers, will work to identify the funding needed to implement the Plan's actions. This will include more efficient use of existing housing and service funds, proactive efforts to go after new federal, state, local and foundation funding sources, and development of innovative local fundraising campaigns. The HSP will also oversee the development of a public education campaign designed to enhance understanding of homelessness and build financial and community support for the Plan's implementation.



## **PRIORITY ONE: PREVENT HOMELESSNESS FROM OCCURRING IN THE FIRST PLACE**

Homelessness is a devastating occurrence that undermines people's health, diminishes their self-esteem and forces them to the margins of society. For children, it undercuts their sense of stability and security, often hindering healthy development and leaving scars that linger into adulthood. In addition to these human costs, the societal costs are enormous. A study of homeless people with severe mental illnesses found that on average they use \$40,500 worth of publicly-funded services per year. The majority (86%) of these costs were incurred in the mental health and health care systems.<sup>4</sup> Recognizing that prevention is both a cost-effective and humane way to address homelessness, Napa County has long been committed to strategies to help people retain their housing and is seeking to enhance the reach and effectiveness of these efforts over the next 10 years.

Napa County's approach to prevention encompasses three prongs. First, it focuses on early identification and intervention with households at-risk of homelessness. Towards this end, four of the County's largest housing and service agencies, Family Service of Napa Valley, Progress Foundation, Buckelew Programs, and the Department of Health and Human Services COIT Team, have agreed to ensure that their client assessments cover five core areas of risk so that clients at-risk of homelessness can be quickly identified and linked with prevention services and other supports. Second, Napa County has in place many services to facilitate housing retention by those at-risk of losing their housing, including emergency rental assistance, on-going housing assistance through subsidies, eviction prevention services and housing counseling services. The third prong focuses on discharge planning to ensure that people being discharged from publicly-funded institutions are not released into homelessness. Napa County has put in place an overall countywide policy to guide the development of institution-specific discharge planning procedures. In line with this policy, the Napa County Department of Corrections has put in place a standard operating procedure for people being released and has hired an Inmate Services Coordinator to manage the discharge planning process. Similar steps are also being taken with other County-funded facilities so that people discharged from mental health institutions, hospitals and the foster care system are given necessary assistance so that they do not become homeless.

The Ten Year Plan builds on the work in place in these three areas, expanding the number of agencies involved in early intervention efforts; increasing the availability and effectiveness of prevention services; and promoting full implementation of the County's discharge planning policy.

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<sup>4</sup> Culhane et al (2001). "The Impact of Supportive Housing for Homeless Persons with Severe Mental Illness on the Utilization of the Public Health, Corrections and Emergency shelter Systems: The New Hew York Initiative." Center for Mental Health Policy and Services Research, University of Pennsylvania.

**Strategy 1.1:** Enhance early identification and intervention with households at-risk of homelessness.

**Action 1.1.1:** Make housing stability a central goal for all housing and social service agencies, homeless and mainstream. Expand the number of agencies covering the 5 core areas of risk in their client assessments and providing referrals for prevention services and other supports. Revise outcome measures for these agencies to include residential stability and linkage of clients with needed support services.

**Responsible Party<sub>1</sub>:** Housing Authority

**Implementer<sub>2</sub>:** Employment Development Department (EDD); Housing Authority; Napa Emergency Women's Services (NEWS); Foster care; Health and Human Services (HHS); Court system (provide interpreters); DSS with Fair Housing to approach courts on eviction process; Veterans Services; Faith based organizations; CalWORKS; Comprehensive Services for Older Adults (CSOA); In-Home Supportive Services (IHSS)

**Expected Outcomes:**

- EDD will be educated about housing questions and will refer person to resources
- There will be a one-page list of resources, developed by the Housing Authority and Social Services

**Benchmarks & Estimated Completion Dates:** Meeting with EDD / November 2006

**Action 1.1.2:** Enhance community-wide knowledge about homelessness risk factors and how to access prevention services, Fair Housing mediation and legal assistance, case management and other supports. Conduct trainings with staff at mainstream and homeless service agencies, libraries, the police, churches, other community-based groups, local businesses, and the Landlord Association. Distribute informational materials and contact numbers for prevention services.

**Responsible Party:** HSP to develop education plan and give to service providers

**Implementer:** HSP, Legal Aid

**Expected Outcomes:**

- Various agencies educated about prevention and housing resources available

**Benchmarks & Estimated Completion Dates:**

- 1a. Develop training materials / June 2006
- 1b. Present materials / January 2007
2. Media outreach / January 2007
3. Provide information on prevention at Affordable Housing Week / 2008
4. Create link on County website to housing resources / January 2007

1. Responsible Party refers to the agency or individual who is accountable for the implementation of the specified action. The Responsible Party provides oversight and helps to coordinate the people and resources needed to carry out the action.

2. Implementer refers to the agency or individual who will carry out the action. The Implementer carries out all the day-to-day tasks necessary to realize the action.

**Action 1.1.2:** Enhance community-wide knowledge about homelessness risk factors and how to access prevention services, Fair Housing mediation and legal assistance, case management and other supports. Conduct trainings with staff at mainstream and homeless service agencies, libraries, the police, churches and other community-based groups, local businesses, and the Landlord Association. Distribute informational materials and contact numbers for prevention services.

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**Strategy 1.2:** Expand efforts to facilitate housing retention by households at-risk of homelessness.

**Action 1.2.1:** Develop "Housing Support Centers" at key locations, including the HOPE Center, the family shelter, the new interim housing facility being designed, and the local jails, to provide centralized points of access to County prevention and housing services, and target additional funding to community-based organizations providing prevention services and Fair Housing mediation and legal assistance in areas identified as significant sources of homelessness.

**Responsible Party:** Fair Housing; Legal Aid; Department of Drug and Alcohol Program (DDAP); EDD; General Assistance (GA); CalWORKS; Rental Assistance Program; Catholic Charities

**Implementer:** Fair Housing; Legal Aid; DDAP; EDD; GA; CalWORKS; Rental Assistance Program; Catholic Charities

**Expected Outcomes:**

- Early assessments made regarding at-risk people
- Housing is retained
- Wrap around services for elderly and youth is expanded

**Benchmarks & Estimated Completion Dates:**

1. A resources pamphlet is developed / January 2007
2. Shared housing is developed / January 2008

**Action 1.2.2:** Create an "Eviction Prevention Team" to

- 1) identify people at-risk of homelessness at Landlord-Tenant Court and link them with prevention services, Fair Housing mediation and legal assistance and other needed services;
- 2) conduct outreach to landlords renting to low income tenants and provide information about homelessness risk factors, Fair Housing rights and responsibilities, and linkages to agencies providing prevention services and other supports; and
- 3) educate low income tenants about their Fair Housing rights and responsibilities.

**Responsible Party:** County Mental Health Department (CMH); DADP; CalWORKS; Catholic Charities; Fair Housing; Legal Aid; NEWS

**Implementer:** Eviction Prevention Team

**Expected Outcomes:**

- Develop a full service partnership to intervene and maintain housing
- Various agencies educated about available prevention & housing resources
- Expanded services (landlord-tenant counseling)
- One central agency/person is aware of all housing resources and serves as the central point of contact for info and referrals
- Master leasing expanded
- Catholic Charities is involved in housing counseling

**Benchmarks & Estimated Completion Dates:** Fair Housing has met with Catholic Charities in an effort to reintegrate them into housing counseling and shared housing / January 2007

**Action 1.2.3:** Educate the business community and general public about the long-term cost-effectiveness of prevention and initiate a special fund-raising campaign for prevention services in the County.

**Responsible Party:** Eviction Prevention Team

**Implementer:** Homeless Services Planning council (HSP) to develop educational plan; Contract with agency TBD who will create the plan; Napa Valley Economic Development Corporation (NVEDC); Chamber of Commerce

**Expected Outcomes:**

- An educational plan is developed and utilized on an educational and funding campaign
- More funding garnered to funnel toward prevention.

**Benchmarks & Estimated Completion Dates:**

1. Plan presented to business forums / January 2009
2. Brochures created / January 2009

**Action 1.2.4:** Facilitate more direct rent payment agreements to landlords for tenants receiving public assistance, ensuring that all parties understand the time limited nature of the agreements.

**Responsible Party:** HHS; State Department of Human Services (DHS)

**Implementer:** Catholic Charities

**Expected Outcomes:**

- A contract is developed with an agency to master lease and have minimum requirements for property management

**Benchmarks & Estimated Completion Dates:** 20% per year increase in number of master leased units / January 2008



**Action 1.2.5:** Facilitate greater linkages and collaboration between agencies providing housing assistance and providers of case management, mental health, substance abuse and other services.

**Responsible Party:** Transitional Residential Alliance and Integrated Network Project (TRAIN)

**Implementer:** Service Providers Integrated Network Committee (SPIN); All providers

**Expected Outcomes:**

- Gaps between services and housing are identified and filled
- Additional services are identified and expanded
- Clients have greater joint access to housing and services

**Benchmarks & Estimated Completion Dates:**

1. A lead agency or consultant is identified to tap into other, non-HUD, funding sources / June 2009
2. Gaps analysis is based on HUD requirements and local issues / June 2009

**Strategy 1.3:** Strengthen discharge planning efforts to eliminate releases to homelessness and reduce institutional recycling.

**Action 1.3.1:** In line with the Countywide policy on discharge planning, develop institution-specific operating procedures and inter-agency agreements to prevent releases into homelessness from hospitals, mental health programs, drug and alcohol treatment facilities and the foster care system. Identify additional staffing, resources, and modes of inter-agency communication and collaboration needed by discharging institutions and the types of housing and services needed by the people being released in order to achieve stability and on-going self-sufficiency.

**Responsible Party:** County Department of Corrections

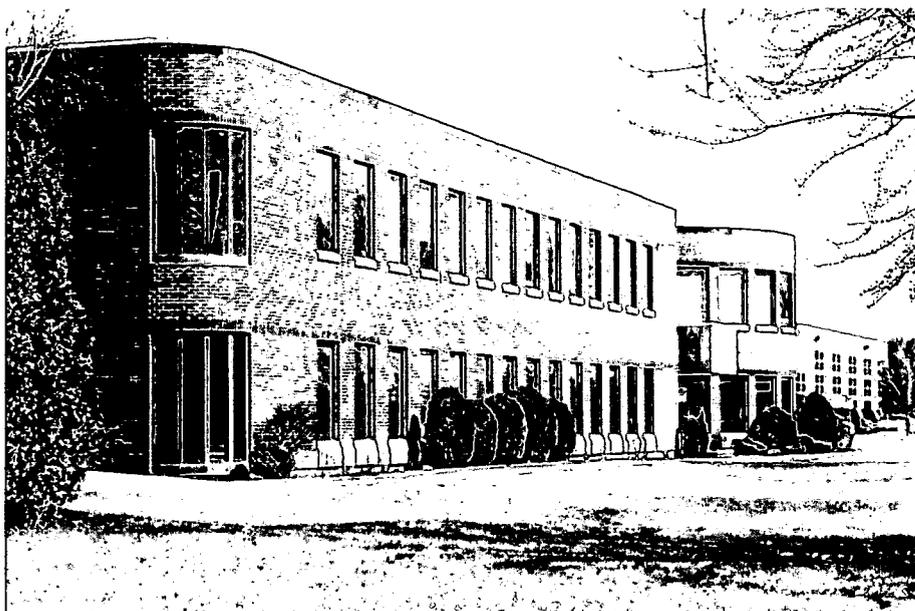
**Implementer:** All discharging institutions, including local hospitals, foster care, local corrections; Adult Probation; County Alcohol and Other Drug agency

**Expected Outcomes:**

- There is additional housing tailored to meet the needs of people being discharged from the various institutions
- Increased collaboration between all discharging institutions
- Active participation in jail discharge process

**Benchmarks & Estimated Completion Dates:**

1. Planning process begun for 30-day post-discharge plan created by each discharging institution to monitor the homeless or those at risk of homelessness / May 2006
2. Participation in discharge planning process/ Begun immediately
3. 20% decrease per year in percentage of people being discharged into homelessness in Napa County / 2007



**Action1.3.2:** Identify appropriate system-wide outcome measures and monitor the residential outcomes of clients leaving hospitals, mental health programs, drug and alcohol treatment facilities, the corrections system and the foster care system who homeless or at-risk. Make indicated adjustments to discharge planning procedures to improve effectiveness.

**Responsible Party:** HMIS Committee

**Implementer:** All discharging institutions, including local hospitals, foster care, and local corrections, as well as adult probation

**Expected Outcomes:**

- Effective monitoring of outcomes
- 30-60 day follow-up plan for those discharged
- Increased coordination between institutions releasing people resulting in a unified follow-up process
- Data is gathered indicating how the jail system is succeeding in its discharge process (i.e. sober living, employment, health status)

**Benchmarks & Estimated Completion Dates:**

1. More clean and sober housing for people / February 2008
2. Joint operating agreements and MOUs between the discharging facilities / February 2008
3. A Discharge Planner position is created / February 2008

## **PRIORITY TWO: DEVELOP A FULL CONTINUUM OF HOUSING OPTIONS TO RAPIDLY REHOUSE THOSE WHO ARE HOMELESS**

In order to limit the damage done to people's health and psyches, it is important to help those who become homeless to get off the streets and back into housing as quickly as possible. This approach, termed "Housing First", recognizes that housing is a vital first step that provides people with the stability and security they need to address the issues that caused their homelessness. Once in housing, they are assisted in accessing the range of services and supports they need to maintain stability and maximize their self-sufficiency for the long term. This approach is proven in its effectiveness, even with those who are chronically homeless and suffering from severe disabilities. An evaluation of a New York City program which places homeless people with mental illnesses and addictions directly from the streets into supportive housing found that 88% of the program's tenants remained housed after 5 years.<sup>5</sup>

Rapidly re-housing people after they become homeless requires the development of a full continuum of housing, including interim housing, permanent housing affordable to people with extremely low incomes and permanent supportive housing for people with disabilities in need of long-term service supports. Napa County already has a base of development in all three areas. Currently, for individuals, the County has a total of 228 emergency shelter beds and 73 transitional housing beds, with 59 beds in development at the new facility being designed. For families, there are a total of 61 emergency shelter beds and 68 transitional housing beds. There are 43 permanent supportive housing beds for individuals, with another 50 beds under development. There is no existing supportive housing for families, however, 18 beds are currently under development. In all these areas, there is still significant unmet need.

In accord with a Housing First approach, the Ten Year Plan shifts the focus from emergency shelter and transitional housing to an interim housing system that is designed to assist people into permanent housing as quickly as possible. In order to better meet the level of need in the County, it also seeks to significantly increase the supply of housing available to people with extremely low incomes and the supply of permanent supportive housing for people with disabilities. The County will continue its exploration of a variety of alternative housing models, including single room occupancy units and shared housing models for youth, seniors and families, in order to help achieve these increases in supply.

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<sup>5</sup> Tsemberis, S. and Eisenberg, R. "Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities". *Psychiatric Services*, pp.487-492, April 2000.

**Strategy 2.1:** Develop an interim housing system to address crises, assess needs and provide service linkages, and move people into permanent housing as quickly as possible.

**Action 2.1.1:** Convert the existing emergency and transitional housing programs into a coherent and coordinated system of interim housing that incorporates a Housing First approach. Carry out this conversion process based on existing information that takes into account regional and sub-population perspectives and makes the new interim housing facility being developed a centerpiece of the new system. Develop interim housing standards that promote short stays, comprehensive assessments, and linkages with the full range of mainstream and homeless services. Prioritize addressing the needs of families, youth and people who are chronically homeless.

**Responsible Party:** HMIS manager; Transitional Housing manager; Gasser Shelter manager

**Implementer:** All contributing agencies

**Expected Outcomes:**

- Coordination of effort
- Clients are able to set aside money in a personal account for education and housing
- All clients accessing interim housing services can receive comprehensive services and linkages in a single assessment

**Benchmarks & Estimated Completion Dates:**

1. A web-based HMIS database is used by all agencies / January 2007
2. Entire stock of resources added into HMIS to create a case management system / 2010

**Action 2.1.2:** Create centralized points of access to County housing services through the "Housing Support Centers" to be developed at the Hope Center, the family shelter, the new interim housing facility, and the local jails. (See Action 1.2.1). These centers will provide access to the County's full continuum of housing and housing-related services.

**Responsible Party:** HMIS manager

**Implementer:** All agencies using HMIS

**Expected Outcomes:**

- Outreach to outer county areas will allow more people to be able to access services
- Increased information sharing

**Benchmarks & Estimated Completion Dates:**

1. Other communities outside of the city of Napa are participating in the access centers / 2007
2. A countywide list of all those looking for housing and all the housing and services available is created / 2007

**Action 2.1.3:** Develop a safe haven with permanent housing characteristics to meet the special needs of people who are chronically homeless and/or in need of a low demand environment in order to come in off the streets.

**Responsible Party:** HMIS manager

**Implementer:** CMH and special needs providers

**Expected Outcomes:**

- NIMBY attitudes overcome
- Chronically homeless are more apt to accept and maintain housing

**Benchmarks & Estimated Completion Dates:**

1. 100 more safe haven units are created / Begin in year 8, end in year 10
2. Accomplished community outreach in an effort to overcome NIMBYism through education and "ambassadors" / 2007

**Strategy 2.2:** Expand the availability of permanent housing affordable to people with extremely low incomes.

**Action 2.2.1:** Increase the funding available for developing extremely low income housing, including low-income permanent family housing for farm workers.

**Responsible Party:** Housing Authority

**Implementer:** Vintner's Association, Housing Authority, HUD

**Expected Outcomes:**

- Increase in number of extremely low income housing units developed
- Number of homeless farm workers or those sleeping in cramped environments is reduced
- Culturally sensitive education and communication is utilized

**Benchmarks & Estimated Completion Dates:**

1. Buy-in by appropriate parties that more money needs to go into housing / 2010
2. Enhanced communication with HUD and other funders regarding the need for more affordable housing / 2010
3. All available resources are accessible / 2010
4. Greater participation from Vintner's regarding self-taxation to increase money to housing / 2010
5. Farm workers are more educated as to the resources available, and the benefits of permanent housing / 2010

**Action 2.2.2:** Create incentives for for-profit developers to set aside units in their market rate housing developments for extremely low income tenants through tax breaks and density bonuses, building upon the Housing Element of the County General Plan.

**Responsible Party:** Housing Authority

**Implementer:** City and County government

**Expected Outcomes:**

- Increased for-profit participation
- Increased number of affordable housing units
- Increased community involvement, including housing developers
- Improved financial benefits to home owners

**Benchmarks & Estimated Completion Dates:**

1. Outreach to land lords to convince them of benefits of master leasing / 2012
2. Increase in inclusionary set asides/ 2012
3. Efforts made to communicate with federal government regarding creating more tangible incentives for developers to create affordable housing / 2012

**Action 2.2.3:** Provide technical assistance to increase the capacity of nonprofit and faith-based organizations to develop and operate housing for people who are homeless or at-risk, including through the use of master leases.

**Responsible Party:** HSP

**Implementer:** Agencies seeking resources from the HSP

**Expected Outcomes:**

- Targeted organizations are better equipped to expand their financial abilities and resources to create more housing
- Increased number of master leased units

**Benchmarks & Estimated Completion Dates:**

1. Increased collaboration with other agencies and jurisdictions in order to increase the available pool of knowledge and skills / 2008
2. Increased knowledge of programs and funding available / 2008

**Action 2.2.4:** Create housing subsidies for TANF families transitioning from welfare to work using federal TANF dollars and state Maintenance of Effort funds.

**Responsible Party:** HHS

**Implementer:** HHS

**Expected Outcomes:**

- Increased funding to pay for rent
- More flexibility in receiving subsidies

**Benchmarks & Estimated Completion Dates:**

1. Additional options for use of TANF funding is explored / 2007
2. TANF funds structure is reassessed / 2007



**Strategy 2.3:** Facilitate the development of more supportive housing.

**Action 2.3.1:** Facilitate collaborations between housing developers and service providers to develop supportive housing. Create at least 10 new beds per year through new development, renovation, master leasing and other strategies.

**Responsible Party:** Supported Living Working Group

**Implementer:** Residential Utilization Review (RUR); Housing Authority; Housing Committee

**Expected Outcomes:**

- Ten new beds per year are made available

**Benchmarks & Estimated Completion Dates:** Development of 1 new or renovated project / annually

**Action 2.3.2:** Put in place more integrated service teams to provide services linked to housing. Develop the necessary inter-agency agreements and infrastructure and identify strategies for accessing mainstream funding to support the teams, including the development of Medi-Cal billing capacity to cover services provided by team members.

<p><b>Responsible Party:</b> HHS</p> <p><b>Implementer:</b> All servicing agencies within HHS</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• Uniformity of case management and services</li><li>• Cooperative agreement to access services and funding</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Ability to bill Medi-Cal for mental health services strengthened / Continual, beginning in 2007</li><li>2. Mainstream housing voucher interagency agreement used as model for other interagency agreements in order to eliminate agency shopping / Continual, beginning in 2007</li><li>3. Utilize SPIN concept to create solutions for individuals / Continual, beginning in 2007</li></ol>
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**Action 2.3.3:** Collect data and conduct analysis of cost savings to other service systems, including hospitals, jails, and emergency shelters, from supportive housing placements. Recapture the cost savings for the development of supportive housing.

<p><b>Responsible Party:</b> HMIS Committee</p> <p><b>Implementer:</b> HMIS; Napa Valley Community Housing; Progress Foundation; Family Services; Buckelew; Catholic Charities</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• More additional funds annually from cost savings</li><li>• More effective use of existing funds</li><li>• Elimination of redundancy of services</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Database of costs created / 2008</li><li>2. Annual report of cost savings / 2008</li><li>3. Plan written for use of cost savings / 2008</li></ol>
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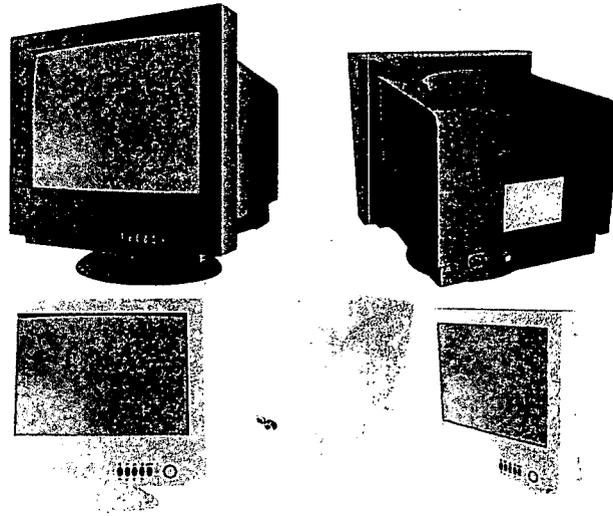
### **PRIORITY THREE: PROVIDE COMPREHENSIVE AND INTEGRATED SERVICES TO SUPPORT ON-GOING HOUSING STABILITY**

Housing, though essential, is not enough to enable most homeless people to regain their self-sufficiency for the long term. They also need services to address the issues that caused their homelessness or arose as a result of this life crisis. These services include health, mental health, addiction treatment, education, job training and employment, benefits assistance, legal services, and life skills training. In order to be most effective, housing and the full range of services needed by the client should be provided as a coordinated package of care that is based on an individualized client service plan developed with a case manager. This type of service provision is known as wrap-around services, as it encompasses the client in the full range of support they need to successfully exit homelessness and regain their health and stability for the long term.

Napa County has been working to integrate their systems and services in order to provide clients with comprehensive, wrap-around care. Towards this end, homelessness planning in the County is done through the Homeless Services Planning Council (HSP), which is composed of staff from the Housing Authority, mainstream health and human service agencies, police and sheriffs departments, homeless providers, and people who are homeless or formerly homeless. With the benefit of this diverse membership, the HSP monitors the functioning and efficiency of the overall service system; guides ongoing system and program improvements; and facilitates system integration through interagency planning, program development and grant writing. In addition, the HSP has been overseeing the implementation of a Homeless Management Information System (HMIS) to provide solid data to guide planning and program development. Thus far, the HMIS has provided information on the number of homeless people in the County and their needs for housing and services, and it is being used to collect client and program outcome data to inform evaluation efforts.

In order to integrate service delivery at the client level, multi-service sites, such as the HOPE Center and the Samaritan Family Center, have been developed to offer clients a range of services at one location. Comprehensive services linked to housing are being provided through collaborations between the County Health and Human Services Administration and homeless housing and service providers. Case managers and other staff from these agencies coordinate the services provided to clients through ongoing case conferencing and service planning meetings. Based on the HMIS data provided on service needs, efforts are in place to expand services where gaps have been identified and to facilitate enhanced access to mainstream services by homeless people.

The Ten Year Plan builds upon this considerable effort, seeking to enhance the HMIS and put in place other infrastructure and agreements to further system-level integration; increase capacity for providing integrated services at the client level; and continue efforts to expand service availability and accessibility in key areas.



**Strategy 3.1:** Promote system-level integration between the housing, health and human services and homeless services systems.

**Action 3.1.1:** Expand the capacity of the HMIS to collect system-wide data for planning, evaluation, program development, grant writing and reporting:

- expand the agencies participating in the HMIS system to include all mainstream health and human service agencies, and the police and sheriffs departments;
- develop concrete outcome measures for assessing progress in ending homelessness;
- generate reports on client service utilization patterns and unmet needs; and
- track the grants agencies are applying for and utilizing.

**Responsible Party:** County of Napa Board of Supervisors

**Implementer:** HSP; all nonprofits; HHS; HMIS Committee; private and public hospitals; jails

**Expected Outcomes:**

- Accurate picture of homelessness developed
- Service and funding gaps identified
- Services and funding streams integrated
- Everyone takes responsibility for homelessness
- Increased funding from private and public sources
- More specialization of agencies
- Specific agencies do specialized wrap around services for integrated services
- Clients utilize more services

**Benchmarks & Estimated Completion Dates:**

1. More participating agencies in HMIS and training / 2008
2. Increase in referrals from non-homeless specific entities / 2010
3. Increase in funding to gaps and unmet needs; more of a connection between gaps in service and funding / 2012
4. Increased success in applying for grants / 2015

**Action 3.1.2:** Facilitate inter-agency information-sharing and referrals by formalizing interagency agreements, developing common intake and referral forms and protocols, ensuring HIPAA compliance, and developing the capacity for electronic referrals and information-sharing through the HMIS.

<p><b>Responsible Party:</b> County Council; HIPAA compliance officer</p> <p><b>Implementer:</b> HMIS Committee; health providers, including large health systems; Napa Valley Coalition of Nonprofit Agencies (Coalition of Nonprofits); CMH; county corrections</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• Streamlined intake process and other data entry time</li><li>• Clients connected to services more quickly</li><li>• Reduced duplication of services</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Agency buy-in / 2010</li><li>2. Data gathered is improved / 2010</li><li>3. Client and agency time is not wasted / 2010</li><li>4. Adoption of real-time county-wide system / 2010</li></ol>
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**Action 3.1.3:** Review and update a geographic mapping of services in the County and conduct an analysis of the existing use of federal, state and local housing and service dollars in order to identify service gaps (both in terms of geographic coverage as well as types and quantities of services) and facilitate efforts to increase service system efficiency, fill gaps and more efficiently allocate service dollars.

<p><b>Responsible Party:</b> County and City Board of Supervisors and City Councils</p> <p><b>Implementer:</b> Local private funders; HMIS Committee; Coalition of Nonprofits</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• More quality service</li><li>• Gaps in services and geographic areas better filled</li><li>• Increased cost effectiveness</li><li>• Justifiable increased allocation of service dollars</li><li>• Increased participation of other cities</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Gaps in services and geographic areas are better identified / 2007 for preliminary gaps analysis</li><li>2. Complete system integration / 2010</li><li>3. Outreach of individual agencies developed to fill the gaps / 2008</li></ol>
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**Action 3.1.4:** In partnership with HMIS and HelpLink, develop and continually update a user-friendly online data base of all housing and services in the County, both homeless and mainstream. Develop protocols for the electronic reservation of housing and service slots.

**Responsible Party:** United Way of the Bay Area; HHS

**Implementer:** Housing Committee; HSP; HMIS Committee; County-wide 211 Regional group; Superior Court Napa Help

**Expected Outcomes:**

- Reduced wait time and reduced time to go through the system
- Reduced redundancy and anxiety
- Reduced housing vacancies
- Housing First becoming a reality

**Benchmarks & Estimated Completion Dates:**

1. Increased number of people in housing/ 2008
2. Increased number of people using the system/2008
3. Fewer people in annual street count/ 2008
4. 211 program up and running/ 2007
5. Integration of HMIS, HelpLink, and 211/ 2010

**Strategy 3.2:** Enhance the integration of service delivery at the client level.

**Action 3.2.1:** Create easily accessible single entry points to the full range of services available in the County by expanding the range of services available at existing multi-service sites, including the Hope Center for single adults and people who are chronically homeless; the new interim housing facility under development; and the Samaritan Family Center, HHS and CalWORKS for homeless for homeless families and homeless youth.

**Responsible Party:** County Board of Supervisors; city governments

**Implementer:** Community Action Napa Valley (CANV); HSP; Coalition of Nonprofits; Gasser Foundation; Family Resource Centers (FRCs)

**Expected Outcomes:**

- Simple entry points in a few places across the county
- Higher resource utilization
- A plan with a county perspective, not an agency perspective
- Increased equity and consistency in service delivery
- Mobile outreach collaborations

**Benchmarks & Estimated Completion Dates:**

1. Purchase and use of an outreach van / 2007
2. More people getting the services they need / 2007

3. Increased client satisfaction / 2007
4. Decreased client wait time / 2007

**Action 3.2.2:** Enhance capacity to provide integrated treatment for people with co-occurring disorders by creating treatment programs that are dual certified and providing training opportunities for homeless service staff and those in mental health and drug and alcohol treatment programs to receive dual certification.

**Responsible Party:** CMH; County Dept. of Alcohol and Drug  
**Implementer:** MHSA funders; mental health partners; alcohol and drug partners; detox stabilization program; state entities; local hospitals

**Expected Outcomes:**

- Decreased pressure on current providers
- Decreased stigma on mental health/alcohol and drug clients, with an increased focus on needs, not diagnosis
- Increased client education regarding their own needs
- Increase of early intervention
- More stable housing outcomes
- Increased emotional and physical health

**Benchmarks & Estimated Completion Dates:**

1. Certified dual diagnosis professionals / 2015
2. Programming for people of all ages / 2015
3. More accurate assessments of clients / 2015
4. Increased diagnosis of dual-diagnoses / 2015
5. Less recidivism, less acute hospitalization and less incarcerations / 2015

**Action 3.2.3:** Enhance the effectiveness of the case management offered:

- provide staff training in intensive case management using a wraparound services approach;
- make maximum use of information –sharing and referral capability available through the HMIS;
- conduct inter-agency cross-training of staff about the range of services available in the service system; and
- develop a comprehensive resource guide to housing and services in the County.

**Responsible Party:** HSP; Coalition of Nonprofits

**Implementer:** Wraparound trainers; HHS; grassroot case managers; FRCs; peer consumers and educators

**Expected Outcomes:**

- Formalized training system
- Universal language
- Increased cultural competency
- Organizations outside of the City of Napa are engaged

- Increase in client success in housing, health, and stability

**Benchmarks & Estimated Completion Dates:**

1. Integrated system / 2008
2. Increased client successes / 2008
3. Completion of resource guide / 2008
4. More clients are served / 2008

**Strategy 3.3:** Expand the accessibility and availability of key services to homeless people.

**Action 3.3.1:** Work to expand the funding available for services. Advocate for additional funding for mainstream health and social service programs, ensure fiscal coordination among service providers to facilitate maximum efficiency in fund utilization, seek support from the business community, and pursue foundation grants.

**Responsible Party:** Napa Valley Community Foundation; Napa County; business and private donors; HSP

**Implementer:** State and federal legislators; all local foundations; donors

**Expected Outcomes:**

- Regular briefings by HSP to the City Councils and Board of Supervisors
- Increased community awareness
- Direct relationship between services provided and giving back, i.e. community empowerment
- Decrease in NIMBYism
- More employment opportunities

**Benchmarks & Estimated Completion Dates:**

1. Formalized relationship between HSP, Board of Supervisors, and City Councils / 2006
2. Increased funding for services / 2008
3. Decrease in emergency room, jail, and Emergency Response team (ERT) costs / 2008

**Action 3.3.2:** Develop targeted health, mental health and drug and alcohol treatment services for sub-populations (chronically homeless, families, youth, farm workers).

**Responsible Party:** CMH; Alcohol and Drug; entire Health and Human Services; Public Health; children's mental health; Child Protective Services; Child Family Behavioral Health (CFBH)

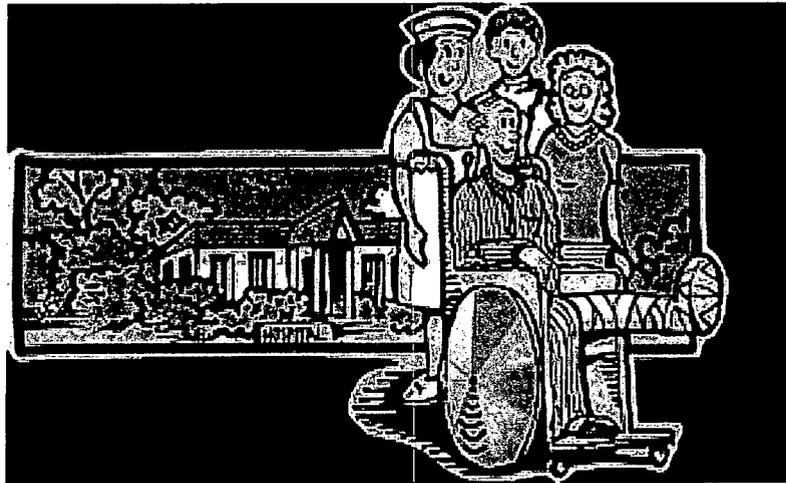
**Implementer:** All County systems; nonprofit direct providers; Clinic Ole; Nuestra; Health Project; Immigration Education; Puertas Abiertas

**Expected Outcomes:**

- Increase in outreach
- Providers and systems of mental health and Alcohol and Drugs are cross-trained
- Decrease in fragmentation of services
- Entire family and all caregivers involved, with a respite environment provided.
- User-friendly avenues are developed
- Harm reduction models are implemented, with trained staff

**Benchmarks & Estimated Completion Dates:**

1. Staff trained and cross trained in harm reduction / starting 2007.
2. Mental health and alcohol and drug in co-occurring disorders cross-trained / starting 2007
3. Caregiver and family member involvement is retained by the consumer / 2010
4. Decrease in use of emergency room, jails, and mental health care facilities / 2010
5. Consumer retention in existing programs / 2010



**Action 3.3.3:** Require all County mainstream health and human service agencies to incorporate the goal of preventing and ending homelessness in their agency level planning, policy and program development, and budgeting. Appropriate changes should be made in staffing and modes of service provision to meet homeless people's needs, including facilitating client access to multilingual services and expanding existing training efforts to ensure cultural competency in serving homeless people.

**Responsible Party:** County Board of Supervisors

**Implementer:** City attorney's office; County Counsel; county hospitals; foster care; corrections; psychiatric and medical hospitals; all County departments; State Parole Board; all nonprofit county contractors

**Expected Outcomes:**

- Universal discharge policy
- County-implemented performance measures used on all county departments
- Adequate training
- Increase in bilingual and multicultural staff

**Benchmarks & Estimated Completion Dates:**

1. Adoption of Discharge Policy / 2008
2. Countywide recognition that discharging people to the streets is unacceptable / 2008
3. Increase in non-English speaking clients / 2009.
4. Decrease in recidivism to jails and prisons / 2009

**Action 3.3.4:** Provide access to transportation for homeless people needing to travel from shelters and service sites to education, training and employment services, and other needed assistance.

<p><b>Responsible Party:</b> Napa County Transportation Agency; Metropolitan Transportation Commission</p> <p><b>Implementer:</b> Local elected officials; Healthy Aging Planning Committee; State Dept. of Corrections; HHS; service providers; HSP; local taxi cab companies</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• More people are able to reach education and service sites</li><li>• Less agency liability in soft transit</li><li>• Transportation options listed on Information and Referral website</li><li>• Safer transportation with less hitchhiking and less risky walks for frail people</li><li>• Agencies have client transit policies</li><li>• County-wide transit system</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Increased utilization of services / 2012</li><li>2. Increase in ridership / 2012</li><li>3. Fewer complaints about not making appointments, fewer cancellations, fewer no-shows / 2012</li><li>4. Service providers will waste less time and resources and provide more services / 2012</li><li>5. Decrease in contact with law enforcement and EMT / 2012</li><li>6. Community is educated on need for transportation for homeless people/ 2006</li></ol>
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**Action 3.3.5:** Expand the services available to assist youth in successfully transitioning out of foster care.

<p><b>Responsible Party:</b> HHS</p> <p><b>Implementer:</b> Progress Foundation; Aldea; HHS; Napa Valley College; Voicing Our Independent Choices for Emancipation Supports (VOICES)</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• More successful transitions for foster youth</li><li>• Interventions begin at age 14</li><li>• Youth obtain housing, training, access to a college education</li><li>• Services for youth are more peer focused</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. Decrease in number of youth in custody, mental health care facilities, and juvenile justice system / 2013</li><li>2. Decrease in parental Child Protective Services involvement / 2013</li></ol>
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3. Large membership at VOICES / 2013
4. Improvement in self-esteem of youth / 2013
5. Fewer services needed for adults who were foster youth / 2013

**Action 3.3.6:** Expand the services available to support homeless families in regaining self-sufficiency and developing a healthy family environment, including parenting classes and child care services.

**Responsible Party:** Napa County

**Implementer:** All nonprofits; Community Resources for Children; FRCs; all schools

**Expected Outcomes:**

- Increase in families housed and self-sufficiency of said families
- More of a focus on family-centered services

**Benchmarks & Estimated Completion Dates:**

1. Decrease in usage of CalWORKS / 2011
2. Increase in utilization of parenting classes and child care / 2011
3. Decrease in domestic violence / 2011
4. Decrease in law enforcement and Child Protective Services intervention / 2011
5. Decrease in drug and alcohol service utilization / 2011

#### **PRIORITY FOUR: PROVIDE OPPORTUNITIES TO ACCESS INCOME SUFFICIENT TO AFFORD HOUSING & LIVE INDEPENDENTLY**

Ultimately, long term stability is best assured through access to an income sufficient to afford housing, cover basic necessities and put aside savings as a cushion against unexpected emergencies. This requires access to steady employment that pays a living wage. There are a variety of effective strategies for helping homeless people to find and maintain employment, including job search assistance to help them in entering or re-entering the job market, providing access to education and job training to improve skill levels, and expanding the employment opportunities available through special agreements with employers or the development of micro-enterprises.

Some people, because of chronic disabilities, will never be able to maintain full-time employment, and will need ongoing government assistance in order to meet their basic needs. Benefit programs, including CalWORKS, General Assistance, Food Stamps, Veterans Administration benefits, Social Security benefits and MediCal, were developed to provide people with a minimum income and assistance with food and health services. Ensuring that homeless people and those at-risk have access to the benefits for which they are eligible requires that these programs work to be more “client-friendly”, providing assistance with complicated application processes and adjusting their services to better address the specific needs of homeless people.

Napa County has a variety of programs aimed at helping people access employment and benefits. The Napa County Training and Employment Center provides a full range of services, including access to Workforce Investment Board benefits and assistance for people in Welfare-to-Work and the Food Stamps Employment and Training Program. The Napa Health and Human Services Administration’s Next Step program provides specialized employment and training services to people with mental health disabilities or addictions to drugs or alcohol, and the Cybermill program provides vocational training for youth. Assistance in accessing benefits is provided by Napa County Legal Assistance Agency and through designated homeless liaison and outstationed staff by some of the benefits programs. In addition, the Greater Napa IDA Program assists people with developing savings and provides training in financial literacy.

The Ten Year Plan seeks to further expand the training and employment opportunities available for homeless people through greater collaboration with the business sector, adapting mainstream employment programs to better meet homeless people’s needs, and development of specialized employment services for the hardest-to-serve homeless people. It also seeks to further enhance access to benefits for people who are eligible and to facilitate people’s ability to put aside savings for the future.

**Strategy 4.1:** Expand job training and employment opportunities for homeless people.

**Action 4.1.1:** Create a Homeless Employment Task Force, working with representatives from the Chamber of Commerce, Napa Valley College, and Work Investment Board to develop strategies for training and employing homeless people.

<p><b>Responsible Party:</b> Workforce Investment Board</p> <p><b>Implementer:</b> Job Connection</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• Homeless Employment Task Force (Task Force) meets regularly</li><li>• Sufficient resources for development of a strategic plan are secured</li><li>• A written strategic plan for training and employing homeless people is created</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b></p> <ol style="list-style-type: none"><li>1. A list of participants / agencies and minutes from monthly Task Force meetings is created / Spring 2006</li><li>2. Job training and employment needs of the homeless population are identified / Spring 2006</li><li>3. A draft of the strategic plan is written / Spring 2006</li></ol>
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**Action 4.1.2:** Enhance the effectiveness of mainstream employment programs in serving homeless people:

- prioritize homeless people for employment assistance at mainstream employment programs and tailor services to meet their unique needs and realities;
- expand outstationing of mainstream employment agency staff and provide training;
- foster collaboration between employment programs and the rest of the services system so that homeless people receive a coordinated package of services that addresses all their needs; and
- develop outcome measures to monitor effectiveness in placing homeless people in employment.

<p><b>Responsible Party:</b> Task Force</p> <p><b>Implementer:</b> Job Connection</p> <p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• A system navigator/case manager is assigned to every individual or family to meet every need, from employment to education to life skills</li></ul> <p><b>Benchmarks &amp; Estimated Completion Dates:</b> A simple, precise, uniform measure for "job readiness" is incorporated into the centralized assessment used by all agencies / 2009</p>
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**Action 4.1.3:** Develop specialized employment services for people who are chronically homeless, including development of supported employment programs.

**Responsible Party:** Task Force

**Implementer:** Napa County; Napa County Transportation Agency

**Expected Outcomes:**

- Specialized needs no longer serve as a barrier to obtaining and maintaining employment for homeless people

**Benchmarks & Estimated Completion Dates:**

1. Increased percentage of homeless people with specialized needs are able to obtain full or part-time employment / June 2008
2. Increased number of services to those who are newly employed, utilizing job coaches / June 2008
3. Enhanced transportation services connecting homeless people to jobs / June 2008

**Action 4.1.4:** Conduct outreach to employers to encourage hiring of homeless and formerly homeless people, including those with a criminal justice history.

**Responsible Party:** Task Force

**Implementer:** Business Resource Collaborative; Dream Catchers

**Expected Outcomes:**

- Increased success in job hires and maintenance of employment
- Increased employment within this group of people

**Benchmarks & Estimated Completion Dates:**

1. Expanded pool of employment opportunities / February 2007
2. Full education of potential employers on the needs of homeless people, the benefits to the employers and realistic expectations / February 2007

**Strategy 4.2:** Enhance homeless people's access to mainstream benefits. (GA, TANF, VA Benefits, SSI/SSDI, FoodStamps, Medi-Cal, Medicare)

**Action 4.2.1:** Develop the capacity to screen for benefits eligibility using a uniform benefits application and other technologies, including through the internet.

**Responsible Party:** Community Resources for Independence; Job Connection

**Implementer:** Task Force; HMIS Committee

**Expected Outcomes:**

- Every client is assessed in one sitting for all possible mainstream benefits
- A client's benefit eligibility, past and present, is monitored through HMIS

**Benchmarks & Estimated Completion Dates:**

1. All mainstream benefits providers are educated on how to assess a client for eligibility of every mainstream benefit / April 2008
2. A uniform benefits application is streamlined to be efficient and comprehensive / April 2008

**Action 4.2.2:** Make it easier for homeless people to apply for benefits:

- designate a staff person at each benefits program as a homeless liaison to assist and advocate for homeless clients;
- expand existing outstationing of benefit program staff to additional locations; and
- develop an expedited application process for homeless people.

**Responsible Party:** Task Force

**Implementer:** Coalition of Nonprofits

**Expected Outcomes:**

- Increased number of mainstream benefits received by clients
- Increased access to benefits programs by clients

**Benchmarks & Estimated Completion Dates:**

1. A system navigator is available to usher a client through every agency necessary in order to receive all available benefits / June 2007
2. Mobility of a client is assessed during uniform intake / June 2007

**Action 4.2.3:** Facilitate inter-agency collaboration in assisting people to access benefits. Cross train homeless program and benefit program staff and promote interagency collaboration in documentation of diagnoses and assessments.

**Responsible Party:** Task Force

**Implementer:** Napa Coalition; HMIS Committee

**Expected Outcomes:**

- Improved and expanded inter-agency benefits collaboration that is efficient and non-duplicative
- Increase in information sharing among all agencies

**Benchmarks & Estimated Completion Dates:**

1. A system navigator is available to usher a client through every agency necessary in order to receive all available benefits / January 2008.
2. Obstacles to information sharing are overcome through the use of HMIS / January 2008

**Strategy 4.3:** Facilitate homeless people's ability to develop a savings cushion.

**Action 4.3.1:** Identify new funding to expand participation in Individual Development Account (IDA) programs. Incorporate money management training and opportunities to engage in direct vendor payments into these programs.

**Responsible Party:** Task Force

**Implementer:** Task Force

**Expected Outcomes:**

- Increased funding contributions for IDAs
- Increased number of clients with IDAs

**Benchmarks & Estimated Completion Dates:**

1. All funding sources are fully explored / 2007
2. Three applications for additional funding are completed, including the Wine Auction / 2007

## **PRIORITY FIVE: CONDUCT OUTREACH TO LINK HOMELESS PEOPLE WITH HOUSING, TREATMENT AND SERVICES**

Some homeless people have been living on the streets, in encampments and out of touch with the service system for extended periods of time. Many are chronically homeless, and many have mental health or substance abuse problems. Not having been successful at getting the help they need, this population is often angry, paranoid and extremely reluctant to interact with the service system. Outreach teams have proven to be an effective way to engage this hard-to-serve population. They bring services out to clients, providing them on the client's terms and in environments where they are comfortable. In this way, they are able to build a relationship of trust with the client, and thus over time, to connect them with the assistance they need to regain housing and health.

Napa County has a variety of outreach services in place, including the COIT Team, which targets people who are chronically homeless. Operating according to principles of Assertive Community Treatment, the COIT Team maintains low case loads so as to allow for repeated contacts over extended time periods, utilizes peer mentors, service incentives and other techniques for engaging service averse individuals, and provides referrals to housing, treatment and a range of other services. Other outreach services include Clinic Olé which offers mobile health care services to homeless persons and Rainbow House and Home Base Programs which reach out to youth on probation and emancipated from the foster care system. The Hope Center, a day service program for homeless individuals, provides a base for outreach staff and a single point of access to a range of services and housing in a low-demand setting. The Samaritan Center does the same for homeless families.

The Ten Year Plan focuses on expanding outreach capacity to reach other underserved populations and provide services in the field, and it seeks to enhance linkages between outreach workers and the rest of the service system in order to improve the effectiveness of referrals.

**Strategy 5.1:** Enhance outreach and engagement services for homeless people outside of the service system.

**Action 5.1.1:** Enhance existing outreach capacity to reach additional under-served populations, including people in North County and farmer workers. Translate outreach materials and street sheets into Spanish.

**Responsible Party:** HHS, partnered with Probation

**Implementer:** Clinic Ole; COIT team; Hope team; Faith based organizations; Nuestra Esperanza and/or Puertas Abiertas; service clubs at high schools; CANV

**Expected Outcomes:**

- Decrease in emergency room visits
- An increase in the number of people accessing services
- Decrease in recidivism rate
- Decrease in number of encampments

**Benchmarks & Estimated Completion Dates:**

1. Deeper understanding of: individual characteristics of the homeless population; the reasons people are homeless; the destination and origination of the homeless people / June 2006
2. Utilization of a centralized means of aggregating data from discharging facilities / June 2006
3. Increased competency in data intake / June 2006
4. Increased number of outreach workers and increased outstationing of outreach workers / June 2006

**Action 5.1.2:** Purchase an outreach van and lap top computers to facilitate ability to reach clients in out of the way areas, conduct in-the-field intakes and assessments and facilitate transportation of clients to referrals.

**Responsible Party:** CANV

**Implementer:** HHS; Family Services of Napa Valley; Napa County Transportation Planning Agency; COIT, CMH and Clinic Ole outreach workers

**Expected Outcomes:**

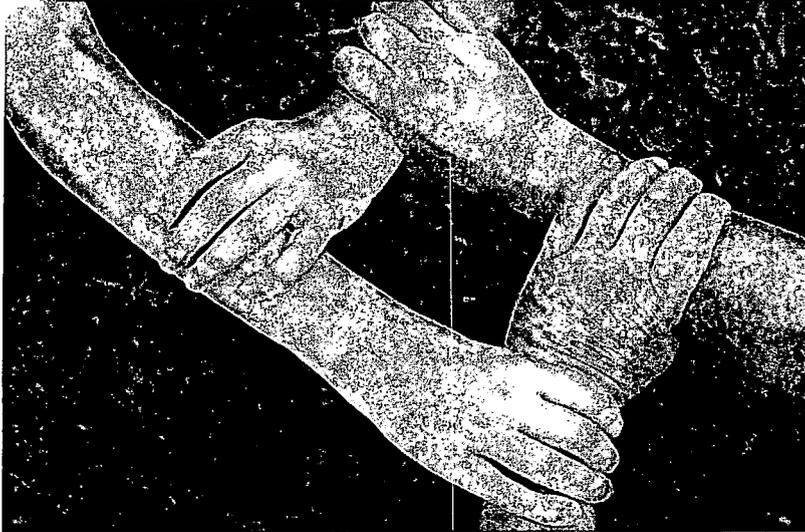
- Decrease in calls to law enforcement
- Increase in calls from outreach workers as more homeless people are identified
- Increased knowledge of the population being served
- Increased number of people in housing and accessing services

**Benchmarks & Estimated Completion Dates:**

1. Deeper understanding of: individual characteristics of the homeless population; the reasons people are homeless; the destination and origination of the homeless people /

June 2006

2. A centralized means of aggregating data from discharging facilities / June 2006
3. Increased competency in data intake / June 2006



**Strategy 5.2:** Enhance collaboration and linkages between outreach workers and other housing and services.

**Action 5.2.1:** Designate and fund the Hope Center and its outreach staff as the first line of response on homelessness for individuals, and the Samaritan Family Shelter in this role for homeless families. All City and County agencies, Police Departments, Chamber of Commerce, businesses and concerned citizens should contact these agencies for assistance in dealing with homeless people.

**Responsible Party:** Board of Supervisors; City Council; HSP

**Implementer:** CANV; HHS; a newly created county-level steering committee

**Expected Outcomes:**

- Increased community education
- Increased funding for collaboration

**Benchmarks & Estimated Completion Dates:**

1. Identified a stable source of funding / January 2007
2. An increase of calls to Hope Center and Samaritan Family Shelter / January 2007
3. Decreased number of calls to law enforcement / January 2007
4. Fewer emergency room visits / January 2007
5. Decrease in stays at the shelters / January 2007
6. New steering committee developed to oversee this work / April 2006

**Action 5.2.2:** Develop referral agreements between outreach workers and other housing and service providers and designate priority access to housing and treatment slots for clients engaged by outreach workers.

**Responsible Party:** Newly created steering committee

**Implementer:** CANV; HHS; Housing Authority; HMIS Committee

**Expected Outcomes:**

- Enhanced relationships with property owners, developers, land lords, and those with housing access authority
- Creation of standardized case management system
- Increase in housing supply and placements into housing
- Increase in knowledge regarding people living in Napa Valley Community Housing

**Benchmarks & Estimated Completion Dates:**

1. Education of landlords regarding benefits to master leasing / October 2006
2. Use data from client placement in new affordable housing stock as benchmark for future placement / October 2006