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AGENDA  
OXNARD CITY COUNCIL  
COMMUNITY SERVICES, PUBLIC SAFETY,  
HOUSING & ECONOMIC DEVELOPMENT COMMITTEE  
Council Chambers, 305 West Third Street  
February 24, 2026  
**Regular Meeting - 8:30 PM to 10:00 PM**

Zoom details to call-in for public comment during a meeting:

1. Dial Phone Number: (888) 475-4499
2. Enter Meeting ID: 847 3480 5138
3. Passcode: 711844

If you wish to speak during public comments or a particular item on the agenda, please sign-on by following the zoom call-in steps listed above. Once the presiding officer calls for public speakers, press \*9 to raise your hand to inform the City Clerk you would like to speak during the public speaking section for that particular item on the agenda, while in the zoom waiting room. Press \*6 when asked to unmute. Listen to the instructions provided virtually on the phone while on hold in the zoom waiting room. Please note that there is a slight time delay when viewing the meeting via television.

IN ACCORDANCE WITH ASSEMBLY BILL 2449, MEMBERS OF THE LEGISLATIVE BODY MAY MEET IN-PERSON OR REMOTELY. TO PARTICIPATE REMOTELY VISIT [WWW.OXNARD.ORG](http://WWW.OXNARD.ORG).

To find out how you may provide public comment, please refer to the instructions below or at [www.https://www.oxnard.org/city-meetings/](https://www.oxnard.org/city-meetings/).

The public may view the meeting from home on Spectrum channel 10, Frontier channel 35, or YouTube at [Youtube.com/oxnardnews](http://Youtube.com/oxnardnews). Video recordings of the meeting are typically available online following the meeting at the City's website at [www.oxnard.org/city-meetings](http://www.oxnard.org/city-meetings).

\*Please see the link for the Measure M pre-recorded presentation video for each item listed on this agenda.

YOU MAY PARTICIPATE IN THE MEETING IN THE FOLLOWING WAYS:

1. ATTEND THE MEETING AT THE LOCATION LISTED ABOVE: Submit a speaker card to the City Clerk.
2. EMAIL COMMENTS OR SIGN UP TO SPEAK REMOTELY BEFORE THE MEETING
  - a. Submit a request to speak remotely by 3 p.m. on the day of the meeting by using the form available at [www.oxnard.org/citymeetings](http://www.oxnard.org/citymeetings).
  - b. Submit an email to [cityclerk@oxnard.org](mailto:cityclerk@oxnard.org) by 3 p.m. on the day of the meeting (indicate the agenda item number in the subject line). All email correspondence will be forwarded to the legislative body prior to the start of the meeting and made part of the legislative record.
  - c. Contact the City Clerk's Office at (805) 385-7803 to submit your request.
3. PROVIDING PUBLIC COMMENTS REMOTELY DURING THE MEETING

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

Agenda Item Time Estimates include: (Minutes for Presentation + Council Discussion + Public Comment)

- a. Follow Zoom details listed above.
- b. Public comments on agenda items will be taken following the announcement of the item. After the item is announced, members of the public may register or otherwise be recognized for the purpose of providing public comment.

Please review the Zoom instructions on the registration page to help ensure there are no technical difficulties during your comments and help you understand public comment procedures using Zoom. Detailed participation instructions can be found at [www.oxnard.org/city-meetings](http://www.oxnard.org/city-meetings).

In the event of a disruption which prevents a legislative body of the City of Oxnard from broadcasting a meeting using a call-in option or internet-based service option, or in the event of a disruption within the City's control which prevents members of the public from offering public comment using the call-in option or internet-based service option, the legislative body shall take no further action on items appearing on a meeting agenda until public access to the meeting via the call-in option or internet-based service option is restored. However, if any of the broadcast options are disrupted, but any of the other broadcast options is still available to the public, the legislative body may take further action on items appearing on a meeting agenda without waiting for the disrupted broadcast option(s) to be restored.

A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE

Consideration of Teleconference Participation pursuant to Assembly Bill 2449.

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA AND NON-ACTION ITEMS

A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body, and on non-action items. Speaker requests shall be submitted as set forth on the first page of this agenda. Speakers are limited to three minutes. After 30 minutes, if all speakers have not had the opportunity to speak, the remaining speakers will be given an opportunity to speak prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager for administrative action or scheduled on a subsequent agenda for discussion.

C. CONSENT AGENDA

1. City Clerk Department

SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Community Services, Public Safety, Housing and Economic Development Committee approve the minutes of the January 27 and February 10, 2026 regular meetings as presented.

Contact: Luly Lopez, (805) 385-7805

D. REPORTS

1. City Manager Department

SUBJECT: Direction on the Future of the Commission on Homelessness.

RECOMMENDATION: That the Community Services, Public Safety, Housing & Development Committee provide direction on the future of the Commission on Homelessness.

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/AK5zVWCpkGg>

Contact: Ashley Golden, (805) 385-7478

E. ITEMS FOR FUTURE AGENDAS

F. ADJOURNMENT



**COMMUNITY SERVICES, PUBLIC SAFETY, HOUSING &  
DEVELOPMENT COMMITTEE AGENDA REPORT**

**CONSENT AGENDA  
AGENDA ITEM NO. C.1**

**DATE:** February 24, 2026  
**TO:** Community Services, Public Safety, Housing & Development Committee  
**FROM:** Luly Lopez, City Clerk, (805) 385-7805, luly.lopez@oxnard.org  
**SUBJECT:** Approval of Minutes.

**RECOMMENDATION**

That the Community Services, Public Safety, Housing and Economic Development Committee approve the minutes of the January 27 and February 10, 2026 regular meetings as presented.

**BACKGROUND**

Approval of minutes.

**STRATEGIC PRIORITIES**

This agenda item is a routine operational item or does not relate to the five strategic priorities adopted by City Council on March 16, 2021.

**FINANCIAL IMPACT**

There is no financial impact.

*Prepared by: Luly Lopez, City Clerk*

**ATTACHMENTS**

1. Minutes of Public Works and Transportation for January 27, 2026
2. Minutes of Public Works and Transportation Committee for February 10, 2026

**MINUTES**  
**OXNARD CITY COUNCIL**  
**PUBLIC WORKS AND TRANSPORTATION COMMITTEE**  
Regular Meeting  
January 27, 2026

A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE

At 6:46 p.m., Chair Luis A. Mc Arthur called to order the regular meeting of the Oxnard City Council Public Works and Transportation Committee in the City Hall Council Chambers at 305 West Third Street, Oxnard, California. Member Gabriela Basua, Vice Chair Gabriel Teran and Chair Luis A. Mc Arthur were present. The City Clerk stated that the agenda was posted on Tuesday, January 20, 2026 at the Library, City Hall kiosk, City Administrative Offices and on the website.

The meeting opened with the pledge of allegiance to the flag of the United States led by Chair Mc Arthur followed by a moment of silence acknowledging current local and national events.

Staff members present were Alexander Nguyen, City Manager; Michelle McCarron, Assistant City Attorney; Michael Wolfe, Public Works Director; Chris Peyton, Water Manager and Lourdes A. López, City Clerk.

Consideration of Teleconference Participation pursuant to Assembly Bill 2449.

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA AND NON-ACTION ITEMS

Public comments were received from Larry Stein.

C. CONSENT AGENDA

1. City Clerk Department

SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Public Works and Transportation Committee approve the regular meeting minutes for December 9, 2025 and January 13, 2026.

No public comments were received.

*It was moved by Vice Chair Teran, seconded by Member Basua, to approve the Information/Consent item as presented. VOTE: Teran, Basua and Mc Arthur voted in favor; the motion carried 3-0.*

D. REPORTS

1. Public Works Department

SUBJECT: Introduction of Cross-Connection Control and Backflow Prevention Ordinance.

RECOMMENDATION: That the Public Works and Transportation Committee review and recommend that the City Council introduce and waive first reading of the proposed Ordinance entitled: AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF OXNARD AMENDING ARTICLE IV OF CHAPTER 22 IN ITS ENTIRETY PERTAINING TO THE REGULATION OF CROSS-CONNECTION AND BACKFLOW STANDARDS.

The Public Works Director presented a red-line version of the amended ordinance, noting that the revisions are to ensure consistency. The Director confirmed that there are no substantive changes to the recommended processes, implementation methods or any impact on customers and residents.

The Public Works Director, Assistant City Attorney McCarron and Water Manager were available to answer questions. Discussion ensued among the Committee and staff. After further discussion, staff agreed to send annual notices 45 days ahead of residential testing deadlines.

Public comment was received from Ronald Arruejo.

*It was moved by Vice Chair Teran, seconded by Member Basua, to approve the recommended item as amended, to send annual notices 45 days ahead of residential testing deadlines. VOTE: Basua, Teran and Mc Arthur voted in favor; the motion carried 3-0.*

E. ITEMS FOR FUTURE AGENDAS

No requests were made.

F. ADJOURNMENT

There being no further business on the agenda, and without objection, Chair Mc Arthur adjourned the meeting at 7:11 p.m.

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LOURDES A. LÓPEZ  
City Clerk

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LUIS A. MC ARTHUR  
Chair

**MINUTES**  
OXNARD CITY COUNCIL  
PUBLIC WORKS AND TRANSPORTATION COMMITTEE  
Regular Meeting  
February 10, 2026

Because there were no items requiring consideration on this date, there was no regular meeting.

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LOURDES A. LÓPEZ  
City Clerk

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LUIS A. MC ARTHUR  
Chair



**COMMUNITY SERVICES, PUBLIC SAFETY, HOUSING &  
DEVELOPMENT COMMITTEE AGENDA REPORT**

**REPORTS  
AGENDA ITEM NO. D.1**

**DATE:** February 24, 2026  
**TO:** Community Services, Public Safety, Housing & Development Committee  
**FROM:** Ashley Golden, Assistant City Manager, (805) 385-7478, ashley.golden@oxnard.org  
**SUBJECT:** Direction on the Future of the Commission on Homelessness.

**RECOMMENDATION**

That the Community Services, Public Safety, Housing & Development Committee provide direction on the future of the Commission on Homelessness.

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/AK5zVWCpkGg>

**BACKGROUND**

*Executive Summary:*

On July 9, 2024 staff sought direction from the Community Services, Public Safety, Housing & Development Committee (Committee) on dissolving the Commission on Homelessness (COH) (Attachment #1). At that time, the Committee requested additional details on success rates, the City's defined role, and the subcommittee structure of the Ventura County Continuum of Care (CoC). Those details are provided in the body of this staff report.

The CoC is the mandatory regional approach to addressing homelessness - from a policy standpoint, stakeholder standpoint, and financial standpoint. For Oxnard to be eligible to receive HUD funding for homeless services—such as Emergency Solutions Grants (ESG) or CoC program funds—it must participate in the planning and implementation of the CoC. In addition, some State funding goes directly to the CoCs in California, including the Homeless Assistance and Prevention (HHAP) program, so Oxnard must participate in the CoC to be eligible for funding. The City is a member of the CoC Alliance, the Housing Director sits on the Alliance Governance Board (Board), and staff participate in the Advisory Committees of the CoC. In March 2026, a City of Oxnard Council Member will be appointed as a Board member.

The Commission on Homelessness (COH), a Citizen Advisory Committee (CAG) with the goal of making recommendations to the City Council on various issues related to homelessness, began in 2000 as an 11-person board from the following categories: business sector, homeless/social service providers, faith community, neighborhood councils, education/youth, health care (physical/mental), and housing providers and developers. In 2014, the COH membership was reduced to seven (7) members and the City Code updates no longer reflected membership requirements by category. When COH meetings resumed in 2021 (following the pandemic), thirteen (13) of the 36 planned meetings were canceled between 2021 and 2023 due to a lack of quorum or discussion items. The COH began to struggle with maintaining a quorum and identifying agenda

items that fit within their “Powers and Duties” in late 2022 and in 2023, membership of the COH dropped to only four members. As of July 2024, when this item was first brought to the committee for discussion, the COH had not held a meeting in the calendar year due to a combination of reported absences and lack of agenda items/work to focus on.

Supporting a CAG takes a considerable amount of staff time from the primary department assigned to the CAG (in this case the Housing Department), as well as support from the City Attorney’s Office, the City Manager’s Office, the City Clerk’s Office, and IT Department (agendas, minutes, attendance reports, staff reports and pre-recorded videos for agenda items, presentations to City Council, trainings and onboarding of members, annual reports, etc). Staff does not have the capacity to support the COH, be the “boots on the ground” addressing homelessness, and participate in the CoC and the various CoC sub-committees.

Since the structure of the CoC is similar to the intention of the original COH and because of the increase in City services in this area, staff requests that Council evaluate the information provided in this report and discuss the future of the COH as a CAG. Staff recommends a pragmatic approach, which is to dissolve the COH, but continue with active involvement with the CoC, **which is required if financial resources from the federal and State governments are to be provided to Oxnard.** As outlined in this report, there are volunteer opportunities with service providers, government agencies, and non-profit organizations available to community members wishing to have an active role in ending homelessness.

## DISCUSSION

### Regional Approach to Addressing Homelessness:

#### *Continuum of Care, Federal Level*

The Continuum of Care (CoC) process was developed by the U.S. Department of Housing and Urban Development (HUD) in 1994 to coordinate the distribution of several competitive homeless assistance programs. Prior to the CoC process, organizations applied individually for funding from several homeless assistance programs. The CoC process was established to promote coordination within communities and between programs. It was also designed to bring together a broader collection of stakeholders such as public agencies, the faith and business communities, and mainstream service providers.

On May 20, 2009, President Barack Obama signed the HEARTH Act (Public Law 111-22), providing Congressional authorization of the CoC process. Regulations governing the CoC program were published in the summer of 2012.

The HEARTH Act reauthorized the housing title of the 1987 McKinney-Vento Act. HUD began issuing regulations in 2011, with the release of interim regulations on the Emergency Solutions Grant (ESG) and the Homeless Management Information Systems (HMIS) (the database enabling the Coordinated Entry System), along with a final regulation on the definition of homelessness. Regulations on the CoC program were published in the summer of 2012. Key changes made by the HEARTH Act include changes to outcome measures, funding incentives, eligibility for assistance, matching requirements, rural assistance, and administrative funding.

#### *Purpose of a CoC*

A CoC is a regional planning body, funded by HUD, that coordinates funding and services for homeless individuals and families. HUD requires that all geographic areas in the United States be covered by a CoC to receive McKinney-Vento Homeless Assistance Grants. A CoC:

1. Convenes various community stakeholders, including nonprofits, governments, faith-based groups, business community, and community advocates, to strategically address homelessness within a specific geographic area, ensuring a coordinated approach to rehousing people and connecting them with mainstream resources;
2. Establishes a single, community-wide system/network that aligns homeless services throughout a region to prioritize and connect people to housing services (e.g. HMIS);
3. Evaluates local homelessness needs and performance of existing services and applies to HUD for CoC Program grants.

A CoC’s regional approach provides for collaborative solutions that are likely not possible at a city-only level by leveraging funds and providing strong resources without duplicating efforts.

*Ventura County Continuum of Care (VC CoC)*

The Ventura County Continuum of Care is the local CoC that fulfills the requirements stated above (items 1-3). Prior to the VC CoC, the Ventura County Homeless and Housing Coalition (the Coalition) was established in 1983 as a collaborative for housing advocates, service providers and local government representatives concerned about issues of homelessness. In 1993 the Coalition incorporated as a non-profit organization and served as the CoC coordinating body acknowledged by HUD from 1998-2012. In 2012, at the request of the Coalition, CoC administrative and oversight responsibilities were transferred to the County of Ventura and the Countywide CoC Alliance (Alliance) was formalized.

**If a city, such as Oxnard, wants to receive HUD funding for homeless services—such as Emergency Solutions Grants (ESG) or CoC program funds—it must participate in the planning and implementation of that region’s CoC.** In addition, the majority of direct State funding goes directly to the CoCs in California, so again a city must participate in the CoC to be eligible for funding.

The County Executive Office (CEO) provides lead staff support for the Alliance, the Alliance Governance Board (Board), Advisory Committees, the Interagency Council on Homelessness (IACH), and Infrastructure Organizations. These meetings are open to the public. Within this framework, as indicated below, there are many opportunities to be involved to end homelessness in Ventura County. Attachment #2 is the VC CoC Governance Charter, effective January 1, 2026 and below is a summary of each of these functions within the Alliance.

1. **Alliance:** the “parent” agency of the VC CoC with more than 100 representatives throughout the County collaborating to end homelessness. Membership in the Alliance is open to a variety of individuals and organizations. Exhibit D of Attachment #2 includes the members that make up the alliance. The Alliance meets at least quarterly with published agendas, issues public invitations for new members at least annually, and provides an opportunity for the public to attend to homelessness throughout the County.
2. **Board:** acts on behalf of the Alliance to set regional goals and priorities, monitor performance, make funding decisions, and provide strategic leadership and oversight to the Alliance; it is composed of county-wide public agency leadership, service providers, and community members to create a collaborative, representative alliance. In December 2025, the Board amended their charter to add three (3) appointed publicly elected officials or their alternates to include one (1) County of Ventura Board Supervisor, one (1) West County jurisdiction city council member (City of Oxnard from 2026-2028), and one (1) East County jurisdiction city council member. The amended charter also added three (3) law enforcement representatives to include one (1) County of Ventura Sheriff representative, one (1) West County jurisdiction law enforcement representative (City of Ventura from 2026-2028), and one (1) East County jurisdiction law enforcement representative. In addition, the City of Oxnard Housing Director

sits on the Board. The Board meets monthly with published agendas and provides an opportunity for the public to attend. Community members are able to apply for the CoC Board, but members must fit the vacant seat designation to be nominated.

3. **Advisory Committees:** The Alliance has established several Standing Advisory Committees that are needed each year and are established for ongoing, long-term activities:
  - a. Housing and Services Committee;
  - b. Data Performance and Evaluation Committee;
  - c. Homeless Management Information System (HMIS) and Coordinated Entry Steering Committee;
  - d. Public Information and Outreach Committee;
  - e. Nominations/Selection Committee;
  - f. Youth Action Board Committee.

Each Standing Advisory Committee establishes regular recurring meetings and publishes an annual calendar on the Alliance website. These standing Advisory Committees meet regularly, some monthly and others quarterly, and are open to the public.

Interagency Council on Homelessness (IACH): The Ventura Council of Governments (VCOG), in their role as Interagency Council on Homelessness for the County of Ventura, receives reports from the Board no less than annually. The IACH provides an additional opportunity for regional coordination and interagency collaboration, Currently Councilmember Bert Perello holds a seat on VCOG.

4. **Infrastructure Organization(s):** The Infrastructure Organization provides operational responsibilities for the Alliance. The County Executive Office fulfills this role.

Recent Accomplishments of the VC CoC include:

#### *Strategic Initiatives and Funding*

- **Secured Funding:** The County of Ventura secured over \$93 million in state funding for behavioral health infrastructure to develop two new residential treatment facilities. The VC CoC and County of Ventura have been awarded all 6 rounds of HHAP funding totaling over \$28 million.
- **Prevention Efforts:** Throughout the CoC region, HHAP funds were allocated for homeless prevention through United Way of Ventura County and VC Human Services Agency.
- **Encampment Resolutions:** State grant investments have enabled the county and cities to resolve encampments by prioritizing housing placements.
  - The City of Oxnard's involvement with the CoC has greatly benefited the City in recent years. In 2023, the City received a \$4,015,638.88 Encampment Resolution Funding (ERF) grant from the State of California. The CoC supported the City's application for the funding, and was listed as the Implementing Organization for the project. The \$4M grant provided funding to utilize local motel rooms to provide non-congregate shelter and case management services for persons relocated from two large encampment sites within the city. The City of Oxnard's partnership with the VC CoC allowed the City to close both encampments and 88 individuals were relocated to non-congregate shelter and case management programs over the course of the program.
  - The CoC established a preference for ERF clients when determining placements for permanent supportive housing, further facilitating the success of this program, and allowing 44 of the 88 individuals a pathway housing.
- **Data-Driven Approach:** The CoC utilizes the Homeless Management Information System (HMIS) and annual PIT counts to inform funding and policy decisions.
- **2023 Ventura County Homeless Plan:** Ventura County identified and addressed system needs and gaps by engaging LeSar Development Consultants (LDC) to develop the 2023 Five-Year Homelessness Plan. The Cities of Oxnard, San Buenaventura, and Thousand Oaks partnered with Ventura County

throughout the process and obtained jurisdiction specific goals and next steps that are aligned with the County framework to meet local needs.

### *Homelessness Reduction*

- **Reduced Homeless Population:** The 2025 Point-in-Time (PIT) count, which is organized by the County Executive Office CoC administrative staff, identified 1,990 individuals experiencing homelessness, a reduction of 368 people (15.6%) compared to 2024, and an 18.5% decrease since 2023. For the City of Oxnard, per the 2024 and 2025 point-in-time counts, the City has been able to strengthen its relationships and achieved a 10.3% reduction in homelessness in 2024, followed by an additional 15.7% reduction in homelessness in 2025.
- **Increased Housing Stock & Shelters:** Within the CoC region, from 2022 to 2025, Interim Shelter increased by 98 units and permanent housing increased by 563 units. Over 100 new permanent housing units opened since September 2024. Specifically in the City of Oxnard from 2018 to 2025, in addition to other affordable housing projects, 190 PSH units have been constructed and occupied (Attachment #3 for full list).
- **Successful Projects:** The "Pathways to Home" Coordinated Entry System has been implemented to streamline access to services. The Pathways to Home system facilitated the placement of more than 40 previously homeless persons from two large encampment sites in Oxnard to permanent supportive housing units, by matching those individuals to available units as they became available. Project RoomKey (PRK) assisted over 800 participants with motel vouchers during the pandemic.

### Council Priorities

Since 2016, Council has prioritized and invested in addressing homelessness. On May 17, 2016, Council adopted Fiscal Years (FY) 2016/2017 and 2017/2018 City Council Strategic Priorities, which included a goal to address homelessness through the development and implementation of a multitiered strategy. In September 2018, Council adopted a Homeless Five-Year Plan and Strategy.

The City continued to invest in homeless services, and in 2021 Council's commitment was reaffirmed with the adoption of new priorities, which include: "Continue to address homelessness in Oxnard".

This priority included investment of funding with staffing added to both the Police and Housing Departments to support homeless prevention and response. In approximately FY 16/17 there was only one officer primarily dedicated to homeless services. In 2020, the Oxnard Police Department created the Homeless Liaison Officer (HLO) Unit, inclusive of three officers and one sergeant developing a dedicated team to address issues of homelessness and vagrancy; and as of December 2025, this unit includes five (5) officers, one (1) corporal, and one (1) sergeant.

Within the Housing Department, although there was a homeless assistance position dating back to at least FY 2011-2012, the position served in multiple capacities, was vacant many times, and at one point the City of Oxnard contracted with the City of Ventura for support in homeless services to fill the void in staffing. In 2021, an additional position was added in the Housing Department dedicated to homeless services. The additional staff have allowed for the researching, developing, and operation of programs and policy recommendations, organizing events and presentations, and fostering strong relationships with other regional stakeholders. In addition, Council has authorized numerous contracts and agreements with homeless service providers, allowing the City to provide direct, ongoing supportive services to the homeless community. Prior to this Council prioritization of addressing homelessness, much of the research and program development was completed by the City of Oxnard Commission on Homelessness (COH).

As further described in Attachment #3, Council's investment in homeless-related services has expanded the City's shelter, affordable housing projects, increased partnerships with County agencies and local service providers, and established a street outreach program designed to support those experiencing homelessness. Some major accomplishments of these investments include the opening of the Casa de Carmen Permanent Supportive Housing and Navigation Center, serving 65 residents through the street outreach team between July 1, 2023 and September 30, 2023, and serving 74 individuals through the rapid re-housing program between July 1, 2023 and June 30, 2024.

### Commission on Homelessness (COH)

Prior to the Commission of Homelessness (COH) being established in 2000, the Oxnard Homeless Task Force (OHTF) existed. The OHTF included representatives from homeless service agencies, staff from the City and County, and interested community members. It was an evolving group that met every 1-2 months, and generally had 15- 25 homeless/social service providers and persons from the community at the meetings.

In 2000, the COH was established as a recognized Citizen Advisory Group (CAG) to the City to formalize the work of the OHTF. At inception, the COH comprised eleven (11) community members from the following categories: business sector, homeless/social service providers, faith community, neighborhood councils, education/youth, health care (physical/mental), and housing providers and developers. The make-up of the membership provided a linkage and collaboration between the groups, with a focus on identifying the needs of and recommending programs for the homeless community to the City Council. The original membership requirements of the COH were similar to that of the VC CoC. In 2014, the COH membership was reduced to seven (7) members and the City Code updates no longer reflected membership requirements by category.

City staff efforts to streamline the City's CAG program, of which the COH is part of, in order to make them more uniform, effective, and manageable has been ongoing but was stalled in 2020 with the onset of the pandemic. Efforts resumed in 2022 with the creation of uniform bylaws, development and transition to uniform templates and processes, implementation of member and staff training, annual reports to Council, an onboarding program for new members, and ongoing support of CAG processes and efforts.

While some CAGs benefitted from staff's ongoing support, the COH struggled to engage volunteers, meet quorum requirements, or identify work that aligns with their powers and duties that did not duplicate administrative staff responsibilities and aligned with Council policies and priorities. For these reasons, in July 2024, staff brought an item to the Committee requesting direction on staff's recommendation to dissolve the COH.

COH meetings were paused in 2020 due to the pandemic and resumed in 2021. After meetings resumed the COH met on a semi-consistent basis, though thirteen (13) of the 36 planned meetings were canceled between 2021 and 2023 due to a lack of quorum or discussion items. Though there were some notable accomplishments from the COH in 2021 and early 2022, the COH began to struggle with maintaining a quorum and identifying agenda items that fit within their "Powers and Duties" in late 2022. In 2023, membership of the COH dropped to only four members (out of seven available spaces) and the CAG did not elect officers until August 2023 (rather than January as prescribed by their bylaws) due to a lack of willing members to serve in these positions. As of July 2024, when this item was first brought to committee for discussion, the COH had not held a meeting in 2024 due to a combination of reported absences and lack of agenda items/work to focus on. Since July 2024, appointments to the COH have been on pause and no meetings have been held.

Of the four members who were still serving on the COH at the end of 2023, one has since been appointed to the Mobile Home Park Rent Review Board, one to the Community Relations Commission, one was no longer attending COH meetings, and one was interested in re-appointment to COH and currently serves on the Measure O Oversight Committee. Although there are applications on file from community members interested in serving on the COH, appointments have remained on hold until the discussion on the future of the COH

takes place with the City Council.

Supporting the COH requires a considerable amount of staff time from the Housing Department, as the primary department overseeing the CAG, as well as support services from the City Attorney's Office, City Manager's Office, City Clerk's Office and IT. Housing Department staff are responsible for preparing agendas and minutes, tracking and reporting attendance, developing staff reports, pre-recorded presentations and annual reports, coordinating with commissioners and staff, onboarding and training commissioners, and being present to facilitate the meeting. This can amount to 8-10 hours of work per meeting, which historically were scheduled on a monthly basis. Staff does not have the capacity to support the COH, be the "boots on the ground" addressing homelessness, and participate in the CoC and the various CoC sub-committees. As stated previously, active involvement with the CoC is required if financial resources from the federal and State governments are to be provided to Oxnard.

The early work of the COH served to identify the needs of the homeless populations in Oxnard to support these efforts that staff could not complete at the time due to limited staffing. While there has been good work from the COH, most notably the Foul Weather Shelter program recommended to Council in 2022 (approved by Council in July 2023) and Safe Parking Proposal program recommended to Council in 2022 (no subsequent Council approval), the current efforts of the Homeless Division staff, the City's requirement to participate in the CoC to be eligible for federal funding, and combined with recent successes regarding homeless resources, continue to demonstrate that the COH, at the City level, is not the most efficient or effective use of volunteer time or staff time and resources.

While homeless support services and staff are commonplace in cities across Ventura County, homeless-focused CAGs are not. As of May 2025, there is no homeless-related commission in the cities of Ventura, Thousand Oaks, Simi Valley, Port Hueneme, Fillmore, Ojai or Moorpark. These cities engage with local service providers, collaborate with the CoC, and dedicate professional staff to providing supportive services.

#### Ways for Community Members to Support Ending Homelessness

There are several volunteer opportunities available for community members interested in supporting homeless efforts within Oxnard and throughout the County. These volunteer opportunities include, but are not limited to:

1. Attend the quarterly CoC Alliance meetings and advocate for policies.
2. Attend the CoC Governance Board meetings and advocate for policies. In 2025 there were 13 Board meetings.
3. Apply to become a member of the CoC Alliance or the CoC Governance Board to support the alliance's mission and vision. The Alliance issues public invitations for new members at least annually. Community members are able to apply for the CoC Board, but members need to fit the seat designation to be nominated.
4. Participate, as a member of the public, in one of the CoC Advisory Committees, which meet monthly or quarterly, focused on specific initiative areas.
5. Participate in the annual Point-in-Time Count. This is a count of sheltered and unsheltered people experiencing homelessness held in January each year.
6. Attend the City's Longest Night Memorial Event held in December. This annual event is hosted as a memorial for those who have died while homeless throughout the year.
7. Volunteer time or donate to one of many local service providers and non-profit organizations that provide programs that support the homeless and at-risk populations, including, but not limited to, Mercy House, The Salvation Army, Community Action of Ventura County, and Food Share.

As outlined above, there are volunteer opportunities with service providers, government agencies, and non-profit organizations available to community members wishing to have an active role in ending homelessness. In recent years, Council has prioritized and supported many homeless programs and staff have enhanced homeless

support services in partnership with the VC CoC and County of Ventura. Since Oxnard must participate in the planning and implementation of VC CoC to be eligible for HUD funding for homeless services—such as Emergency Solutions Grants (ESG) or CoC program funds—AND because we don't have the capacity to actively participate at the CoC, serve the local homeless population, and staff the COH, staff recommends dissolving the COH.

## **STRATEGIC PRIORITIES**

This agenda item supports the Quality of Life strategy. The purpose of the Quality of Life strategy is to restore and increase quality services and programs that enrich Oxnard's diverse community, promotes safe neighborhoods, encourages community engagement, and supports our residents in their efforts to improve their quality of life.

## **FINANCIAL IMPACT**

There is no financial impact.

*Prepared by: Samantha Shapiro, Project Manager*

## **ATTACHMENTS**

1. Attachment 1 - Committee Report July 2024
2. Attachment 2 - VC CoC Governance Charter 2026
3. Attachment 3 - COH Report 02.24.26
4. Attachment 4 - Presentation



**COMMUNITY SERVICES, PUBLIC SAFETY, HOUSING &  
DEVELOPMENT COMMITTEE AGENDA REPORT**

**REPORTS  
AGENDA ITEM NO. D.1**

**DATE:** July 9, 2024

**TO:** Community Services, Public Safety, Housing & Development Committee

**FROM:** Ashley Golden, Assistant City Manager, (805) 385-7478, ashley.golden@oxnard.org

**SUBJECT:** Update on Citizen Advisory Groups (CAGs) Effectiveness and Efficiency and Direction on the Future of the Library Board and Commission on Homelessness. (15 minutes)

**RECOMMENDATION**

That the Community Services, Public Safety, Housing & Development Committee:

1. Receive an update on the efforts to evaluate and support the effectiveness and efficiency of the six (6) CAGs;
2. Provide direction on staff's recommendation to dissolve the Commission on Homelessness; and
3. Provide direction on staff's recommendation to restructure the Library Board.

**BACKGROUND**

The City of Oxnard currently has six (6) Citizen Advisory Groups (CAGs) who serve in an advisory capacity to the City Council within their subject matter jurisdiction. These CAGs include:

- Commission on Homelessness
- Community Relations Commission
- Cultural Arts Commission
- Library Board (*inactive since February 2019*)
- Parks, Recreation and Community Services Commission
- Senior Services Commission

On March 5, 2019, the City Council approved changes to the CAGs, including membership by district, terms of office, and efforts to establish uniform bylaws. These changes were recommended by the City Manager's Office (CMO) to streamline the City's CAG program in order to make them more uniform, effective, and manageable. This item was first discussed at the January 19, 2019 Finance & Governance Committee and recommended to Council with the request that staff conduct an assessment of the purpose and effectiveness of the City's CAGs.

This effort has been ongoing but was stalled in 2020 with the onset of the pandemic when CAGs and in-person meetings were put on hold. Efforts resumed in 2022 with the creation of uniform bylaws, development and transition to uniform templates and processes, implementation of member and staff training, annual reports to Council, an onboarding program for new members, and ongoing support of CAG processes and efforts.

**DISCUSSION**

While some CAGs have benefitted from this ongoing support, others have struggled to engage volunteers, meet quorum requirements, identify work that aligns with their powers and duties, does not duplicate administrative staff responsibilities, and aligns with Council policies and priorities. In recent years, the Council has prioritized and invested in programs and staffing for particular City services that overlap with certain CAG subject areas, specifically addressing homelessness and restoring and enhancing senior programs. In the recently adopted 2024-2025 budget, the Council also committed to increasing staff and funding to support the Oxnard Public Library in alignment with the September 19, 2023 City Council "Reinventing the Oxnard Library System" discussion. After multiple years of consistent support and evaluation of CAGs, staff recommend that the Council dissolve the Commission on Homelessness, and restructure the Library Board, pending further analysis.

### **Commission on Homelessness:**

Prior to the Commission of Homelessness (COH) being established, the Oxnard Homeless Task Force (OHTF) existed. The OHTF comprised representatives from homeless service agencies, staff from the City and County, and interested community members. It was an evolving group that met every 1-2 months and generally had 15-25 homeless/social service providers and persons from the community at the meetings. In 2000, the COH was established to formalize the work of the OHTF. The COH was intended to comprise eleven (11) community members from the following categories: business sector, homeless/social service providers, faith community, neighborhood councils, education/youth, health care (physical/mental), and housing providers and developers. The membership make-up was intended to provide a linkage and collaboration between the groups with a focus on identifying the needs of and recommending programs for the homeless community to City Council. In 2014, the COH membership was reduced to seven (7) members and the City Code updates did not reflect membership requirements by category as was intended upon the creation of the COH.

Between 2022 and 2023, the COH held meetings on a semi-consistent basis, though eight (8) of the twenty-four (24) planned meetings were canceled due to a lack of quorum. In 2023, membership of the COH dropped to only four members, and the CAG did not elect officers until August 2023 due to a lack of volunteers. As of July 2024, the COH has four vacancies, and all seven (7) scheduled meetings in 2024 have been canceled due to a combination of reported absences and a lack of agenda items/work to focus on. This is, in part, due to dedicated City staff focusing on the ongoing homeless services and programs and the enhanced partnership with regional stakeholders. Although there are active COH applications from community members, staff recommends not filling these vacancies and instead, dissolving the COH based on the reasons outlined below.

The City Council has prioritized addressing homelessness. As part of this effort, Council increased staffing for the Housing Department, including two (2) staff members dedicated to homeless services, as well as numerous contracts and agreements with homeless service providers. This has allowed the City to provide direct, ongoing supportive services to the homeless community, as well as dedicate time to researching and developing programs and policy recommendations, organizing events and presentations, and fostering strong relationships with other regional stakeholders. Prior to this Council prioritization, much of the research and program development was completed by the COH.

The early work of the COH served to identify the needs of the homeless populations in Oxnard; however, the programs and partnerships to address these needs have now been developed and are functioning, not only at a local level but at a regional level with the Ventura County Continuum of Care (CoC) Alliance. This regional approach allows the City to more efficiently and effectively serve the needs of our homeless population. In addition to identifying homeless persons' needs, one of the larger accomplishments of the COH was COH members working closely with staff to develop the Foul Weather Shelter program. This program was approved by the City Council in July 2023.

In addition to the Council-supported staffing, a number of homeless support services, programs, and developments are funded, managed, or provided through collaborative relations in the City of Oxnard:

- **Casa de Carmen** is a development effort for a fifty-six (56) permanent supportive housing unit and a 110-bed overnight homeless shelter and navigation center. This project is currently under construction at 2nd and B streets.
- The **Oxnard Navigation Center** provides around-the-clock shelter and services to 110 homeless residents, including shelter, laundry, meals, and case management to create and work through individualized housing plans with each client. This is primarily funded by the City of Oxnard and operated by Mercy House.
- The **Encampment Response Funding (ERF) program** is a State grant that provides funding to utilize local motel rooms to provide non-congregate shelter and case management services to those who have been relocated from encampment sites within the City. The goal of ERF is to place clients into permanent housing. The Ventura County Health Care Agency provides case management services for this program, and the City coordinated closely with the CoC to develop this program and secure its grant funding.
  - This program launched in late December 2023 and provides non-congregate shelter and case management services for sixty-five (65) clients.
- **Turning Point Foundation** serves ten (10) homeless residents from the City of Oxnard through the **Our Place Safe Haven Shelter**, funded through the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) programs.
- **Street outreach** for unhoused and unsheltered residents is provided via a contract between the City and Salvation Army. The street outreach team provides practical assistance, housing navigation, employment assistance, health navigation, and crisis intervention.
  - From July 1 - December 21, 2023, the Salvation Army reported serving 622 people through its street outreach program. Due to the limitations of the Homeless Management Information System (HMIS) database, this may include repeat (duplicate) clients.
- The City contracts with Mercy House and United Way to provide rapid re-housing assistance, which quickly transitions clients from homelessness to housing through practical assistance that may include housing identification, landlord negotiation, and assistance with short-term costs.
  - In FY 22-23, Mercy House served seventeen (17) Oxnard residents in their rapid re-housing program.
  - In the first three quarters of FY 23-24, Mercy House has served eighteen (18) Oxnard Residents, and United Way has served 9 Oxnard residents through their rapid re-housing programs.
- **One Stop** is a drop-in service funded and run by the Ventura County Health Care Agency. It provides health care, referrals to behavioral health and case management services, and practical assistance to unhoused residents in Camarillo, Oxnard, Santa Paula, and Ventura. Services are held weekly at the Oxnard One Stop.
  - One Stop does not keep a separate tally of client interactions at their locations and similar to the data collection for Salvation Army Street Outreach, the HMIS data limitations of unduplicated clients exist with this program. Therefore staff does not have data on Oxnard clients served.

In addition to the City supported programs, the opportunities and partnerships that exist with the Ventura County Continuum of Care (CoC) Alliance, a regional planning body of representatives and stakeholders with the goal of ending homelessness, is one of the main reasons staff recommends dissolving the COH. The CoC includes a similar membership as the originally established COH. The CoC governance board is composed of public agency leadership, service providers, and community members to create a collaborative, representative alliance. Housing Director Emilio Ramirez is a member of the CoC. The majority of direct State funding goes directly to the CoCs in the State, so it is essential to have a strong Oxnard voice within this organization.

Lastly, the CoC runs the Coordinated Entry System, a network that aligns homeless services in the County together to ensure that resources are efficiently and equitably distributed to support people experiencing homelessness. The CoC's regional approach allows for collaborative solutions that may not be possible at a

citywide level by leveraging funds and providing strong resources without duplicating efforts. With this partnership, per the 2024 point-in-time count, the City has been able to strengthen our relationships and achieve a 10.3% reduction in homelessness over the past year.

While homeless support services and staff are commonplace in cities across Ventura County, homeless-focused CAGs are not. As of May 2024, there is no homeless-related commission in the cities of Ventura, Thousand Oaks, Simi Valley, or Moorpark. These cities engage with local service providers, collaborate with the CoC, and dedicate professional staff to providing supportive services.

Several volunteer opportunities are available for community members interested in supporting homeless efforts within Oxnard and throughout the County. These volunteer opportunities include, but are not limited to:

- a. Participate in the annual *Point-in-Time* Count (a count of sheltered and unsheltered people experiencing homelessness) held in January each year;
- b. Attend the City's *Longest Night Memorial Event* held in December;
- c. Volunteer time or donate to one of many local service providers and non-profit organizations that provide programs that support the homeless and at-risk populations, including, but not limited to, Mercy House, The Salvation Army, Community Action of Ventura County, and Food Share;
- d. Attend CoC Governance Board meetings and advocate for policies through public comment opportunities; and
- e. Apply to become a member of the CoC or the CoC Governance Board to support the alliance's mission and vision.

The City's active involvement with the CoC, strong partnerships with local homeless service providers, and staff dedicated to connecting individuals with resources ensure that the City continues to provide robust supportive services to address homelessness in Oxnard. Because of this, the purpose and efforts of the COH duplicate the daily work of staff and do not provide meaningful, effective volunteer opportunities for the community. As outlined above, there are volunteer opportunities with service providers, government agencies, and non-profit organizations available to community members. ***Staff recommends Council dissolve the Commission on Homelessness and rescind any City code sections related to this advisory body.***

Should Council support this recommendation, community members will continue to have an opportunity to share homeless-related comments, issues, or concerns through public meetings (e.g. City Council or a CAG when the subject relates to their focus area) or directly contacting their elected representative or Housing Director Emilio Ramirez. Housing staff will continue to facilitate town hall meetings and presentations at public meetings, including City Council, CAGs, or Neighborhood Councils, as necessary and applicable. Staff continue to remain available to assist members of the public and support those in need of homeless services.

#### **Library Board:**

Currently, the Oxnard Public Library system supports three branches (Downtown, South Oxnard, and Colonia) with twenty-five (25) professional staff members focused on providing free access to information, resources, exhibits, programs, and more for community members. In addition, the Library became a division of the Cultural and Community Services (CCS) Department in 2016, which provides additional synergy for programming and oversight of its policies and procedures.

The Library Board was first established on December 26, 1906, along with the newly established Oxnard Public Library. The California Education Code (CEC) requires that a municipal public library be managed by a board of library trustees, consisting of five (5) members serving three-year terms on a staggered basis. The board of library trustees is responsible for making and enforcing rules and regulations of a library, managing staff responsibilities, quantity, and compensation, purchasing property as necessary, and administering any trust created for a library. Originally, the City's *Board of Library Trustees* was a five-member body appointed by the Chair of the Board of Trustees of the City. The financial management function of the *Board of Library Trustees*

was removed and transferred to the City Council.

In 1998, in an effort to align CAGs, clarify ambiguities, and enhance overall effectiveness, the Council supported a comprehensive update to the ordinances related to CAGs. This effort resulted in the creation of the Library Board, as we know it today, being formally recognized as an advisory board to the Council. This change aligned the Library Board with its existing functions and clarified its powers and duties to match what the City Code reflects today. Although consistent with the spirit of the CEC regarding the establishment of a library board, the current structure and powers and duties of the Library Board are not entirely consistent with the CEC. Further, while the administrative and financial responsibilities of the Library Board of Trustees are currently fulfilled or delegated by the Council, this action has not been formalized through an ordinance or resolution.

The Library Board has not met since February 2019. Originally, the lack of holding meetings was primarily due to a lack of applicants for the Library Board; however, the increased professional staff assigned to manage the Library, the Library becoming a division within the CCS Department, and the active involvement of the Oxnard Friends of the Library Foundation (FOL), a non-profit volunteer organization, has also contributed to the lack of agenda items and interest for the Board.

On September 19, 2023, Council received a report on “Reinventing the Oxnard Library System.” As detailed in that report and live presentation, the CCS Department partnered with the FOL, which funded and participated in an information gathering tour, visiting libraries awarded for their innovative library design and services, program offerings, and ability to connect with the community. An important outcome of that effort has been a renewed strength between the City Staff and the FOL. FOL is dedicated to raising funds to benefit the Library and its patrons and increasing community awareness of the Library. This organization provides volunteer opportunities for residents, including sorting and pricing donated books, working shifts at the gift shop or the occasional book sales, and delivering books to those who are home-bound through the “Books on Wheels” program. This organization meets monthly and works closely with Library staff by providing input, suggestions, and public feedback on the needs of City programs, services, and space use. Community members interested in volunteering to support the public library system have an opportunity to do so through the FOL.

In summary, due to the following reasons, staff recommends restructuring the Library Board:

1. Full compliance with the California Education Code;
2. Increased professional City staff dedicated to supporting Library programs and administrative oversight;
3. Existing volunteer opportunities with FOL ;
4. Lack of applicants for the Board; and
5. Lack of Library Board meetings since 2019

The eventual staff recommendation for the restructured Library Board will depend on a response from the California Attorney General (AG). The City has requested an AG opinion, via Assemblymember Steve Bennett, regarding the CEC's language about the requirement that the Board be five members. If feasible, based on the eventual AG response, staff would recommend the City's seven-member City Council be established as the Library Board of Trustees. This would allow the board to function similarly to the role of the Parking Authority, with the City Manager assuming the administrative responsibilities delegated to the Council.

If the Committee supports the restructuring of the Library Board, upon response from the AG, staff will return to the Council with a proposal to restructure the Library Board.

#### **Continued & Future CAG Efforts:**

Staff from the CMO oversees, monitors, and evaluates the CAG efforts, processes, and requirements. To evaluate the effectiveness of the CAGs and provide meaningful volunteer opportunities for City residents, staff monitors each CAG's activities, including compliance with administrative requirements, alignment with

powers and duties, general efforts and outcomes, and member engagement.

Ongoing training with the CAGs has resulted in more consistency with procedures, increased member engagement, and a stronger understanding of their individual powers and duties. Ongoing or planned CAG efforts in 2024 include:

- **Community Relations Commission (CRC):** highlighting City programs that focus on diversity, inclusion, and equal opportunities; strengthening signature programs, including the Multicultural Festival and Community Awards to increase community involvement.
- **Cultural Arts Commission (CAC):** finalizing the Request for Proposals to complete the third downtown mural through the Public Art Fund; discuss modifications to their existing powers and duties to refine their role and align with public art fund restrictions.
- **Library Board:** Pending AG response, and committee support at the subject meeting, return to Council with a restructure for the Library Board.
- **Parks, Recreation and Community Services Commission (PRCSC):** focusing efforts on implementation of the 2021 Parks & Recreation Master Plan. Recently the Chair of the PRCSC introduced the concept of merging with the CAC.
- **Senior Services Commission (SSC):** working through their adopted 2024 goals to explore senior center signage and accessibility, existing programs and possible new areas of interest to the community, and technology education opportunities.

Staff's continued training plans include goal-setting workshops to focus and align the CAGs with their powers and duties, strengthen their outcomes, and create robust, active CAGs that serve as liaisons between the community and City Council in their focus area.

Lastly, part of the support for CAGs includes filling vacancies. Although some CAG appointments have been delayed due to the evaluation of the CAGs and concepts presented by the PRCSC chair, we continue to accept applications for vacancies. As of June 27, 2024, four community members were appointed to the CAGs. If the Library Board and COH are dissolved, staff would work with the existing members, if they still want to serve the community in some aspect, to help place them on another CAG or find opportunities within the existing outside volunteer opportunities.

## **STRATEGIC PRIORITIES**

This agenda item supports the Quality of Life strategy. The purpose of the Quality of Life strategy is to restore and increase quality services and programs that enrich Oxnard's diverse community, promotes safe neighborhoods, encourages community engagement, and supports our residents in their efforts to improve their quality of life.

## **FINANCIAL IMPACT**

There is no financial impact.

*Prepared by: Samantha Shapiro, Project Manager*

## **ATTACHMENTS**

1. Presentation

# Update on Oxnard Citizen Advisory Groups (CAGs) Effectiveness and Efficiency and Direction on the Future of the Library Board and Commission on Homelessness

Community Services, Public Safety, Housing and Development Committee

July 9, 2024

Samantha Shapiro, Project Manager

That the Community Services, Public Safety, Housing and Development Committee:

1. Receive an update on the efforts to evaluate and support the effectiveness and efficiency of the six (6) CAGs;
2. Provide direction on staff's recommendation to dissolve the Commission on Homelessness; and
3. Provide direction on staff's recommendation to restructure the Library Board.

The City of Oxnard currently has six (6) CAGs who serve in an advisory capacity to the City Council within their subject matter jurisdiction. These CAGs include:

- Commission on Homelessness
- Community Relations Commission
- Cultural Arts Commission
- Library Board (*Inactive since February 2019*)
- Parks, Recreation and Community Services Commission
- Senior Services Commission

In 2019, City Council approved changes to the CAGs, including membership by district, terms of office, and efforts to establish uniform bylaws. Council supported this with a request that staff conduct an assessment of the purpose and effectiveness of CAGs.

This effort has been ongoing, but was stalled with the onset of COVID. Efforts resumed in 2022 and the following items have been accomplished:

- Creation of uniform bylaws
- Development and transition to uniform templates and processes
- Implementation of member and staff training
- Annual reports to Council
- Onboarding program for new members
- Ongoing support of CAG processes and efforts

While some CAGs have benefitted from this ongoing support, others have struggled to:

- Engage volunteers
- Meet quorum requirements
- Identify work that aligns with their powers and duties, does not duplicate administrative staff responsibilities, and is in alignment with Council policies and priorities

In recent years, Council has prioritized and invested into programs and staffing for particular City services which overlap with certain CAG subject areas.

After multiple years of consistent support and evaluation of CAGs, staff recommend that Council dissolve the Commission on Homelessness, and restructure the Library Board, pending further analysis.

Commission on Homelessness established in 2000 to formalize the work of the Oxnard Homeless Task Force

- The proposed 11-member COH was intended to be composed of community members from specific categories to create linkage and collaboration between service providers, community members, and the City.

Between 2022 and 2023, COH held meetings on a semi-consistent basis, though 8 of 24 meetings were canceled due to lack of quorum. As of July 2024, all COH meetings have been canceled due to reported absences and lack of agenda items/work to focus on.

- This is partially due to dedicated City staff focusing on homeless services and the enhanced partnership with regional stakeholders

City Council's prioritization of homelessness has resulted in increased staffing for the Housing Department, including two staff members dedicated to homeless services, including:

- Direct, ongoing supportive services to the homeless community
- Researching and developing programs
- Organizing events and presentations
- Fostering strong relationships with stakeholders

Prior to this, much of this work was done by the COH. The COH's early work identified the needs of Oxnard's homeless populations. One of the larger accomplishments of the COH was the COH members working closely with staff to develop the *Foul Weather Shelter* program approved by Council in July 2023.

Homeless support services, programs and developments funded, managed or provided through collaborative relationships in the City include:

- **Casa de Carmen:** fifty-six permanent supportive housing unit and a 110-bed overnight homeless shelter
- **Oxnard Navigation Center** provides around the clock shelter and services to 110 homeless residents
- **Encampment Response Funding (ERF) Program:** utilizes local motel rooms to provide non-congregate shelter and case management to those who have been relocated from encampment sites
- **Salvation Army** street outreach case management team provides support
- **Rapid re-housing** assistance is provided by Mercy House and United Way through a City contract
- **One Stop** holds a weekly clinic to provide health care, case management and other services

The Ventura County Continuum of Care (CoC) Alliance, a regional planning body of representatives and stakeholders the the goal of ending homelessness, allows the City to more effectively serve the needs of our homeless population.

- The CoC includes a similar membership makeup as the originally established COH, with a governance board including service providers, public agency leadership, and community members
- The majority of direct state funding goes directly to CoCs in the state
- The CoC runs the Coordinated Entry System, a network that aligns homeless services in the County
- With this partnership, the City has achieved a 10.3% reduction in homelessness over the past year per the 2024 Point-in-Time Count

The opportunities and partnerships that exist within the CoC is one of the main reasons staff recommends dissolving the COH.

Volunteer opportunities available for community members with an interest in supporting homeless efforts include:

- Participate in the annual *Point in Time Count*
- Attend the City's *Longest Night Memorial Event*
- Volunteer with one of the many local service providers or non-profit organizations in the area
- Attend CoC Governance Board meetings
- Apply to become a member of the CoC

The City's active involvement with the CoC, strong partnerships with local service providers, and staff dedicated to providing robust supportive services to address homelessness in Oxnard, ***staff recommends that Council dissolve the Commission on Homelessness.***

Oxnard Public Library system supports three branches, has 25 professional staff, and is a division under the Cultural and Community Services (CCS) Department.

The Library Board of Trustees was first established in 1906 with the newly established Oxnard Public Library to manage the library operations.

- California Education Code (CEC) requires that a municipal public library be managed by a Library Board of Trustees, consisting of five members serving three-year terms on a staggered basis.

In 1998, the Library Board was formally designated an advisory body to City Council

- While the administrative and financial responsibilities of the Library Board of Trustees are fulfilled or delegated by Council, this action has not been formalized
- Current structure and powers and duties are not entirely consistent with the CEC

The Library Board has not met since February 2019. While this was originally due to lack of applicants, increased professional staff, administrative oversight by CCS, and active involvement of the *Friends of the Library (FOL)* has contributed to lack of agenda items and interest on the Board.

FOL provides feedback and community input to library staff and offers volunteer opportunities, including:

- Raising funds to benefit the Library and its patrons
- Sorting and pricing donated books
- Working shifts at the gift shop or book sales
- Delivering books to those who are home-bound through the “Books on Wheels” program

Due to the following reasons, staff recommends restructuring the Library Board:

1. Full compliance with the California Education Code
2. Increased professional staff dedicated to supporting the library programs and administrative oversight
3. Existing volunteer opportunities with FOL
4. Lack of applicants for the Board
5. Lack of meetings since February 2019

The eventual staff recommendation will depend on a response from the California Attorney General (AG) regarding the requirement that the Board be five members. If the Committee supports the restructuring of the Board, upon response from the AG, staff will return to the Council with a proposal.

Staff from the CMO oversees, monitors and evaluates the CAG efforts, processes, and requirements. Ongoing or planned activities in 2024 include:

- **Community Relations Commission:** highlighting City programs that focus on diversity, inclusion and equal opportunities
- **Cultural Arts Commission:** finalizing the Request for Proposals for the third downtown mural
- **Library Board:** pending AG response, and committee support, return to Council with a restructure for the Library Board.
- **Parks, Recreation and Community Services Commission:** focusing efforts on implementing the Parks & Recreation Master Plan
- **Senior Services Commission:** working through their adopted 2024 goals

In 2024, four community members have been appointed to the CAGs. If the COH is dissolved, and the Library Board restructured, staff would work with existing members on identifying volunteer opportunities if they still want to serve the community.



THE END



VENTURA COUNTY  
**CONTINUUM OF  
CARE ALLIANCE**

ENDING HOMELESSNESS  
IN VENTURA COUNTY

## Governance Charter

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2026

Approved by CoC Board on September 10, 2025

**Amended by CoC Board on December 19, 2025**

**Effective January 1, 2026**

# Ventura County CoC Alliance Governance Charter

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# Ventura County CoC Alliance Governance Charter

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**NAME:** Ventura County Continuum of Care Alliance, hereinafter referred to as “Alliance”

**ADDRESS:** The Alliance is located in the County of Ventura within the State of California. The Alliance’s office of record will be the address and point of contact of the identified HUD Collaborative Applicant. Currently: County of Ventura, County Executive Office - Community Development, Hall of Administration L#1940, 800 South Victoria Avenue, Ventura, CA 93009

## ARTICLE I. VENTURA COUNTY CoC GEOGRAPHIC BOUNDARIES

### 1.01. BOUNDARIES

The Ventura County Continuum of Care Alliance includes all of the geography within the County of Ventura, including 10 incorporated cities and all unincorporated areas. The physical bounds of this geography are consistent with the boundaries inclusive of these areas. These boundaries contain other Housing and Urban Development (hereinafter referred to “HUD”) designated program components, including multiple Housing Authorities, six (6) HUD geocode areas, two (2) local Emergency Solutions Grant (hereinafter referred to as “ESG”) Areas, communities eligible for State ESG funds, as well as federally designated Community Development Block Grant (hereinafter referred to as “CDBG”) entitlement areas, HOME, and Veterans Administration service areas. The CoC primary area of operations within the CoC geography includes the areas served by the program components listed above. This geography is referred to as the Ventura County CoC Region (hereinafter referred to as “Region”) and is known to HUD as City of Oxnard/San Buenaventura/Ventura County CoC (CA-611).

## ARTICLE II. ESTABLISHMENT OF THE CoC

### 2.01. OVERVIEW

The U.S. Department of Housing and Urban Development charges communities that receive funds under the Homeless Continuum of Care Program (hereinafter referred to as “CoC Program”) of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act with specific responsibilities. [Section 578.5](#) of the HEARTH Interim Rule published in July 2012 (Interim Rule), defines a Continuum of Care (CoC) as “the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate.” Relevant organizations in the Ventura County CoC Region established the Ventura County Homeless and Housing Coalition (the Coalition) in 1983 as a collaborative for housing advocates, service providers and local government representatives concerned about issues of homelessness. In 1993 the Coalition incorporated as a non-profit organization and served as the CoC coordinating body acknowledged by HUD from 1998-2012. In 2012, at the request of the Coalition, CoC administrative and oversight responsibilities were transferred to the County of Ventura and the Countywide CoC Alliance was formalized. The Alliance is an unincorporated association as defined under [Section 18035 of the California Corporations Code](#).

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## ARTICLE III. MISSION AND PURPOSE

### 3.01. MISSION

The Ventura County Continuum of Care Alliance is a collaborative group dedicated to promoting a safe, desirable and thriving community by ending homelessness in Ventura County.

### 3.02. SPECIFIC PURPOSES

In 2014 the Alliance began a transformation to expand membership, seat an inaugural Governance Board, identify Infrastructure Organizations, facilitate compliance with new federal regulations and guidelines, and address local gaps in community coordination and planning. As such, the Alliance outlines below the responsibilities and authorities of the different components that make up the Alliance including: Alliance Membership, Interagency Council on Homelessness, Advisory Committees, the Governance Board, and Infrastructure Organization(s).

#### A. Collaboration: The Alliance will:

1. Promote community-wide commitment to the goal of ending homelessness in Ventura County;
2. Provide opportunity for regional coordination and interagency collaboration;
3. Promote access to and effective utilization of mainstream programs by homeless individuals and families;
4. Promote the strategic use of available resources;
5. Inform local planning processes;
6. Inform stakeholders of actions impacting homelessness;
7. Advocate for people experiencing homelessness in areas where they have limited access;
8. Ensure availability of a region-wide Continuum of Care that meets requirements under [HEARTH Interim Rule 578.5](#);
9. Coordinate responses to funding opportunities for assistance for people at-risk of or experiencing homelessness;
10. Implement specific goals established in applications for funding; and

#### B. Actions: The Alliance will:

1. Foster the plan for a permanent system to ending homelessness;
2. Ensure access for homeless persons to quality services and facilities in all phases of the Continuum of Care system;
3. Coordinate services throughout the region to ensure that each special needs population has access to services in each geographic sub-region;
4. Provide a seamless system of care for transition from the street to permanent housing;
5. Support development of a strategic plan to address homelessness in the Region;
6. Establish and evaluate standards and service targets with an eye for continuous improvement; and
7. Actively recruit new and diverse membership.

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## ARTICLE IV. RESPONSIBILITIES OF THE ALLIANCE

### 4.01. OPERATING THE CoC

The Alliance will:

- A. Hold meetings of the full membership at least quarterly with published agendas;
- B. Issue public invitation for new members to join at least annually;
- C. Follow and update annually a governance charter;
- D. Continue development of governance charter to incorporate all procedures and policies including those required by all funding sources including written standards for funding assistance, strategic planning, project evaluations, and HMIS requirements;
- E. Follow *'Process for Board Selection'* hereto outlined in [Section 6.05](#) to select a Governance Board to act on behalf of the Alliance. The process will be reviewed, updated (as applicable), and approved annually by the Alliance as part of its Charter;
- F. Follow *Process for Selection of Infrastructure Organization(s)'* hereto outlined in [Section 10.02](#) to select organization(s) to assume operational responsibilities including HUD CoC Program Collaborative Applicant, HMIS Lead, Staff, Project Monitoring, and preparing the HUD CoC Collaborative Application;
- G. Follow the *'Interagency Council on Homelessness'* process hereto outlined in [Section 8.01](#) to engage key government representatives to end homelessness in Ventura County Region;
- H. Appoint Advisory Committees, subcommittees, or task groups;
- I. Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor recipient and sub-recipient performance, evaluate outcomes, and take action against poor performers;
- J. Evaluate outcomes of projects funded under the ESG and CoC Programs, and report to HUD and other funders;
- K. Evaluate outcomes of projects funded under the California Homeless Coordinating and Financing Council and other State funding allocated to the CoC;
- L. In consultation with recipients of HUD CoC and ESG Program funds within the Region, establish and operate a Coordinated Entry System (CES) that complies with requirements established by HUD; and
- M. In consultation with recipients of HUD CoC and ESG Program funds within the Ventura County Region, establish and consistently follow written standards for providing Continuum of Care assistance.

### 4.02. CoC PLANNING

To serve as the regional coordinated body to end homelessness in the Ventura County Region, the Alliance will:

- A. Coordinate the implementation of an effective housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services within the Region;
- B. Plan for and conduct an annual Point-In-Time (PIT) Count of homeless persons within the Region;
- C. Conduct an annual gaps analysis of the homeless needs and services available within the Region;

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- D. Provide information to local jurisdictions required to complete the Consolidated Plan(s) within Region; and
- E. Consult with State and local government ESG program recipients within the Region on the plan for allocating ESG Program funds and reporting on and evaluating the performance of ESG program recipients and sub-recipients.

## 4.03. DESIGNATING AND OPERATING HMIS

The Alliance will:

- A. Designate a single Homeless Management Information System (HMIS) for the Region;
- B. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
- C. Review, revise, and approve (i) privacy, (ii) security, and (iii) a data quality plan for the HMIS;
- D. Ensure consistent participation of recipients and sub-recipients in the HMIS;
- E. Ensure the HMIS is administered in compliance with requirements prescribed by HUD; and

## 4.04. PREPARING APPLICATIONS FOR FUNDS

The Alliance will:

- A. Design, operate, and follow a collaborative process for development of applications for funding;
- B. Approve, through its Governance Board, submission of applications in response to a HUD CoC Program Notice of Funding Availability (NOFA) among other funding opportunities;
- C. Establish priorities for funding projects;
- D. Ensure that only one application for HUD CoC Program funds be submitted and collect and combine required applications information from all approved projects within Region; and
- E. Seek to secure funding for Alliance operations and infrastructure, including but not limited to HUD Planning grant funds.

## 4.05. ADDITIONAL RESPONSIBILITIES

The Alliance shall have additional responsibilities, including but not limited to:

- A. Engage organizations in a community-based process;
- B. Convene regular meetings of interested stakeholders;
- C. Work to address the underlying causes of homelessness;
- D. Lessen the negative impact of homelessness on individuals, families, and communities;
- E. Promote a region-wide Alliance;
- F. Foster collaboration;
- G. Develop a permanent system to end homelessness;
- H. Facilitate access to quality services region-wide;
- I. Ensure access to services to all subgroups;
- J. Ensure the system is designed with an equity framework to address racial disparities and other inequities
- K. Ensure access to a full range of services from street outreach to permanent housing;
- L. Facilitate sharing of provider expertise and intervention strategies;
- M. Create, inform, and support to development of regional plans;
- N. Provide a consistent source of data regarding the needs for homeless persons;
- O. Educate stakeholders about regulatory actions and other conditions impacting the Alliance;

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- P. Advocate for policies and essential services that promote fair housing, client well-being, and rights and protections under the law; and
- Q. Assist homeless service providers in acquiring funds dedicated to homelessness.

## 4.06. LIMITATIONS

The Alliance will not:

- A. Engage in activities in favor or against any political campaign on behalf of candidates for public office, except as the law affords to as the right and privileges of its members; or
- B. Convene members to conspire or to promote the support of activities that are deemed illegal activities under the law.

## ARTICLE V. ALLIANCE MEMBERSHIP

### 5.01. STAKEHOLDERS

The Alliance shall garner community-wide commitment to ending and preventing homelessness in all parts of the Region through inclusion of representation from the entire Ventura County geographic area. In addition to the entities identified in [Interim Rule Section 578.5](#), Alliance membership includes a variety of other community stakeholders to the extent that they are invested in ending homelessness in the Region. Examples of additional stakeholders include private foundations, philanthropists, fraternal organizations, employment development, organized labor, and private health service organizations.

### 5.02. MEMBERSHIP APPLICATION PROCESS

Interested organizations and individuals can join the Alliance by attending a regularly scheduled meeting, completing a membership application, and committing to participate in the work of the Alliance to achieve stated purposes and goals. Alliance members obtain and retain voting privileges through attendance and participation in accordance with established policies.

New Organizational Members verify the required commitment to the work of the Alliance by preparing a written statement as part of the membership application that identifies the components of the Alliance work that the organization will participate in. An Organizational Member may designate up to three (3) persons annually who are authorized to represent the organization at Alliance meetings. Any one (1) organization can only have one (1) vote. An organization representative may represent only one (1) organization.

Individuals may also become members of the Alliance. Individuals provide a similar commitment statement as part of their membership application to the Alliance; however, Individual Members may not designate additional persons to represent them. Individuals who have a recognized role in a member organization (such as employee, board members, consultants, or current service recipients) may become Individual Member of the Alliance but may not vote. Individuals with formal organizational affiliations, such as those noted above, may be selected to represent the organization with which they are affiliated. This provision creates an opportunity for individual stakeholders to participate in the Alliance without duplicating organizational representation.

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## 5.03. MEMBER RESPONSIBILITIES

Alliance Member responsibilities include:

- A. Review and approve Governance Charter and all amendments at least annually;
- B. Attend annual and quarterly meetings;
- C. Ratify full slate of Governance Board Members annually; and
- D. Voluntarily participate on Advisory Committees.

## 5.04. MEMBERSHIP

- A. Membership is open to organizations and individuals who support the Alliance mission. Those seeking membership must complete an application and make their request at any meeting of the Alliance. At the next regularly scheduled meeting of the Alliance, all membership requests from organizations or individuals made at the prior meeting will be assumed as valid for purposes of determining voting rights.
- B. There shall be two (2) categories of Alliance members: Organizational Members and Individual Members.
- D. All members shall have the right to speak at meetings; vote on matters before the Alliance, subject to the voting privileges set forth herein [Section 5.09](#); and to participate in Alliance activities.
- E. There will be an unrestricted number of Organizational Members. However, only one (1) representative from each Organization Member may vote on behalf of that organization on any given issue; representatives are based on authorization from the organization. Each organization shall indicate in writing the names of up to three (3) persons annually who may represent the organization.
- F. There will be an unrestricted number of Individuals Members representing the general community. However, any such members must reside in Ventura County and may not be involved with Organizational Members as employees, board members, consultants, or current contractors.
- G. Nonvoting Alliance memberships are available for members who self-identify as a Nonvoting Member.
- H. All Alliance members are encouraged to actively recruit additional members engaged in ending homelessness in Ventura County.

## 5.05. MEETINGS AND MEETING SCHEDULE

- A. Any person who attends an Alliance meeting may be asked to leave by staff if the person is verbally or physically disruptive.
- B. The Alliance annual calendar will establish a regular meeting day, time, and location for the calendar year.
- C. The full membership shall convene at least quarterly for the purpose of transacting the business of the Alliance.
- D. All regular meetings shall be published on the Alliance website and distributed electronically to all members at least 72 hours in advance.

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## 5.06 ANNUAL MEETING

- A. Full Alliance membership shall meet annually to ratify the roster of the Governance Board Members, review and approve Governance Charter, and receive annual meeting calendar.
- B. The notice of annual meeting shall be published on the Alliance website at least seven (7) days prior to the scheduled meeting.

## 5.07 SPECIAL AND EMERGENCY MEETINGS

- A. Special meetings of the Alliance may be requested and noticed provided by email to each member at least 24 hours prior to the meeting.
- B. Special and emergency meetings of the Alliance may be called at any time by the Governance Board or upon the request by one-third (33%) or more voting Members.

## 5.08. QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

## 5.09. VOTING

- A. At all meetings of the Alliance, members who have met attendance requirements set forth by the Alliance may vote. Voting privileges are limited to one vote per member, in accordance with attendance policies (Sec 5.09.D).
- B. In the interest of informed decision-making, each Organizational Member may designate up to three (3) persons annually to represent such organizations at Alliance Meetings. Attendance by one (1) of the designated representatives is considered in meeting the attendance requirement associated with voting privileges ([Sec 5.04.E](#)).
- C. Each Organizational Member and Individual Member may have only one (1) vote for any one (1) motion on the floor; a majority of votes shall carry or defeat a motion.
- D. Voter privileges are extended to those Individual Members and Organizational Members that have been represented by a designated member at two (2) of the most recent four (4) full membership meetings.
- E. New members must have attended at least one (1) meeting before being eligible to vote.
- F. Upon ratification of this Charter new voting privileges became effective. Existing Alliance members who have secured voting privileges under previous rules will maintain privileges for the first meeting.
- G. All Members must declare any conflict of interest they or their organization has on any voting issue. Organizational Members and Individual Members shall abstain from voting and discussion on any issue in which they or their organization have a conflict of interest.
- H. The Governance Charter may be amended upon majority vote of the members of the full Alliance who are eligible to vote who are present at a meeting called for such purpose, provided that notice is given provided seven (7) calendar days prior to the meeting. Any such vote shall be conducted in accordance with the established Policies and Procedures of the Alliance. Absentee voting is not permitted.

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## 5.10. MEETING MINUTES

- A. Minutes of the meeting will be produced and maintained by the Collaborative Applicant staff.
- B. Meeting minutes shall be electronically distributed to all Alliance Members and posted on the Alliance website.

## ARTICLE VI. THE ALLIANCE GOVERNANCE BOARD

### 6.01. OVERVIEW

The Governance Board acts on behalf the Alliance and is representative of the relevant organizations and of projects serving homeless subpopulations within the Ventura County Region. The Alliance Board is charged with important responsibilities and authorities on behalf of the community of stakeholders. Representation of a broad array of stakeholders on the Alliance Board will enhance the capacity to coordinate and leverage resources from various community sectors throughout the Region. To this end, the Alliance will strategically pursue a Governance Board that represents the array of stakeholders, the diverse geographic sub-regions, and the constituency for whom each seat is designated. HEARTH regulations require the Board to be representative of the relevant organizations and of projects serving homeless subpopulations within the Continuum of Care’s geographic area and that includes at least one homeless or formerly homeless individual to act on its behalf.

### 6.02. ESTABLISHMENT OF GOVERNANCE BOARD

- A. The Alliance has established a Governance Board to include representatives of relevant stakeholders, private and public officials, philanthropic representatives, advocates, businesses and service organizations and projects serving homeless subpopulations. Subpopulations include but are not limited to persons with substance use disorders; persons with HIV/AIDS; veterans; the chronically homeless; families with children; unaccompanied youth; the seriously mentally ill; and victims of domestic violence, dating violence, sexual assault, and stalking. The Board will include a broad representation of key stakeholder groups found within the Region.
- B. One Board member may represent more than one subpopulation or affiliation.
- C. The Board shall include at least one homeless or formerly homeless individual.
- D. Seats will be designated by affiliation, community sector, subpopulation, and geography.
- E. Board leadership will consist of a chair and vice-chair.
- F. One (1) Ex Officio Board Member may represent the Collaborative Applicant organization.
- G. Three (3) appointed publicly elected officials or their alternates include one (1) County of Ventura Board Supervisor, one (1) West County jurisdiction elected city council member (representing Oxnard, Ventura, Camarillo, Ojai, and Port Hueneme), and one (1) East County jurisdiction elected city council member (representing Thousand Oaks, Simi Valley, Santa Paula, Fillmore, and Moorpark). Newly elected council members will begin their terms as appointed subsequent to the normal voting process and continue the Calendar Year term of the appointed seat. Each jurisdiction will rotate each two-year term to ensure broad geographic coverage.
  - a. Starting in the 2026-27 Calendar Year two-year term, the **West County** seats will rotate from the largest to smallest 2025 Homeless Count population as follows:

Two-Year Term	City	2025 Homeless Count
1/1/2026 – 12/31/2027	Oxnard	634
1/1/2028 – 12/31/2029	Ventura	522

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1/1/2030 – 12/31/2031	Camarillo	90
1/1/2032 – 12/31/2033	Ojai	60
1/1/2034 – 12/31/2035	Port Hueneme	21

- b. Starting in the 2026-27 Calendar Year two-year term, the **East County** seats will rotate from the largest to smallest 2025 Homeless Count population as follows:

Two-Year Term	City	2025 Homeless Count
1/1/2026 – 12/31/2027	Thousand Oaks	162
1/1/2028 – 12/31/2029	Simi Valley	152
1/1/2030 – 12/31/2031	Santa Paula	107
1/1/2032 – 12/31/2033	Fillmore	10
1/1/2034 – 12/31/2035	Moorpark	2

- H. Three (3) seats will be designated for law enforcement representatives. This will include one (1) County of Ventura Sheriff representative, one (1) West County jurisdiction law enforcement representative (Ventura, Camarillo, Ojai, Oxnard, and Port Hueneme), and one (1) East County jurisdiction law enforcement representative (Simi Valley, Santa Paula, Fillmore, Moorpark, and Thousand Oaks). Each jurisdiction will rotate each two-year term to ensure geographic coverage.

- a. Starting in the 2026-27 Calendar Year two-year term, the **West County** seats will rotate starting with the second largest 2025 Homeless Count population as follows:

Two-Year Term	City	2025 Homeless Count
1/1/2026 – 12/31/2027	Ventura	522
1/1/2028 – 12/31/2029	Camarillo	90
1/1/2030 – 12/31/2031	Ojai	60
1/1/2032 – 12/31/2033	Port Hueneme	21
1/1/2034 – 12/31/2035	Oxnard	634

- a. Starting in the 2026-27 Calendar Year two-year term, the **East County** seats will rotate starting with the second largest 2025 Homeless Count population as follows:

Two-Year Term	City	2025 Homeless Count
1/1/2026 – 12/31/2027	Simi Valley	152
1/1/2028 – 12/31/2029	Santa Paula	107
1/1/2030 – 12/31/2031	Fillmore	10
1/1/2032 – 12/31/2033	Moorpark	2
1/1/2034 – 12/31/2035	Thousand Oaks	162

- I. The Governance Board is instituted as an unincorporated association. Any change to formal legal structure would require amendment to the Governance Charter.

## 6.03. BOARD RESPONSIBILITIES

The Board has authority not retained by the membership in the Charter including the following:

- A. Regional Planning: set regional goals and priorities for ending homelessness in the Region;
- B. Monitor Performance: monitors community progress toward ending homelessness in the Region;

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- C. Establish and monitor HUD CoC, Emergency Solutions Grant (ESG), and State Homeless Housing Assistance and Prevention (HHAP) grant performance targets and metrics; measure outcomes; evaluate Infrastructure Organization performance annually;
- D. Approve Alliance Policies: including HUD CoC, ESG, and State HHAP funding recommendations and written standards for providing assistance;
- E. Approve selection of and provide direction to Collaborative Applicant, HMIS Lead, and other such Infrastructure Organizations.
- F. Select Governance Board Members annually and fill vacancies; subject to the Governance Board composition, member selection, membership ratification and related requirements set forth in Sections 6.04 through 6.07 below.
- G. Fundraise: authorize grant applications; raise and allocate funds; approve sustainability plans;
- H. Ensure that relevant organizations and projects serving various homeless subpopulations are represented in planning and decision-making; and
- I. Build community awareness inclusive of the needs of all homeless populations found in the Region.

The Board has no authority to act contrary to this Charter, contrary to any applicable law, rule or regulation, or beyond the mission of the Alliance as set forth in Article III of this Charter.

## 6.04. BOARD COMPOSITION

- A. The Governance Board shall have a minimum of thirteen (13) and maximum of nineteen (19) Members.
- B. Members must be able to represent an array of community sectors, special needs populations, and geographic areas throughout the region.
- C. One (1) Ex Officio Board Member may represent the Collaborative Applicant organization.
- D. Three (3) appointed publicly elected officials or their alternates include one (1) County of Ventura Board Supervisor, one (1) West County jurisdiction elected city council member, and one (1) East County jurisdiction elected city council member. Terms are noted in the above section 6.02.
- E. Three (3) seats will be designated for law enforcement representatives serving as Homeless Liaison Officers or Deputies. This will include one (1) County of Ventura Sheriff representative, one (1) West County jurisdiction law enforcement representative, and one (1) East County jurisdiction law enforcement representative. Terms are noted in the above section 6.02.
- F. Sectors include:

Advocates
Affordable Housing Developers
Businesses
Faith-based Organizations
Governments
Homeless/Formerly Homeless
Hospitals (Public or Private)
Law Enforcement
Mental Health Agencies (including substance abuse)
Nonprofit Homeless Assistance Providers

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Organizations that serve Veterans
Public Housing Authorities
Organizations that serve unaccompanied youth
Social Service Providers
Universities (public or Private)
Victim Service Providers

## 6.05. PROCESS FOR BOARD SELECTION

- A. Nominations of Governance Board Members will be accepted from full Alliance Membership;
- B. The Nominating Committee (Section 7.02E) will reach out to candidates to confirm willingness to serve and verify qualifications. The Nominating Committee members may not nominate themselves and shall not be eligible to be nominated;
- C. Results of nominations are reviewed by the Nominating Committee to ensure that adequate representation is available for each of the required constituencies (community sectors, subpopulations, geography);
- D. The Board will select nominees annually based on recommendations of the Nominating Committee and fill vacancies as needed;
- E. The full Alliance voting membership shall be asked to ratify the slate of new Board Members in its entirety at the annual meeting;
- F. Board composition is reviewed annually;
- G. Members of the Board serve as liaisons to other community stakeholders;
- H. Election of the Board Members should be staggered to ensure continuity; half will be up for election each year;
- I. Regular attendance and participation in Board activities is required. Members of the Governance Board must actively participate in two (2) of the most recent four (4) meetings in order to remain in good standing. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.

## 6.06. BOARD MEMBER SELECTION CRITERIA

Alliance Board Members are selected to represent various constituencies. In order to adequately represent that constituency, Board Members shall meet basic qualifications including the following:

- A. Meet eligibility to be a voting Member;
- B. Sufficient knowledge and a working relationship with the constituency group;
- C. Capacity to read and assess detailed information;
- D. Ability to work effectively on a team;
- E. Capacity to consider the benefit of the Alliance as a whole;
- F. Ability to meet the timelines/demands of funding sources;
- G. Respectful acknowledgement of the rights of homeless persons; and
- H. Eligible to conduct business with a governmental entity (i.e., not debarred or suspended).

## 6.07. BOARD MEMBER PROXY REPRESENTATIVE CRITERIA

Alliance Board Members may designate a proxy representative to have representation in their absence. The following criteria is required:

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- A. Board members are expected to attend at least 50% of the scheduled meetings during a calendar year.
- B. Each Board member will designate one proxy representative with the eligibility to vote.
- C. Changes in proxy representative shall represent the same sector or organization as the Board member.
- D. Each proxy representative shall represent the same sector or organization as the Board member.
- E. Board members or their designated proxy representatives must be present at the Board meeting to vote on items.
- F. The VC CoC Nominating Committee will consider the attendance of Board members when considering applications to renew terms for Board membership annually.

## **6.07. BOARD ELECTIONS AND TERMS OF OFFICE**

- A. As provided for in [Section 6.05.E](#), Board Membership is determined annually by election by a majority vote of the existing Board Membership and is ratified by the full Alliance voting Membership at its annual meeting.
- B. The term of the Governance Board shall be January 1 through December 31.
- C. Except for the initial Governance Board, Members will serve two-year terms subject to re-election with one-half of the seats subject to election each year.
- D. There is an established 5 term limit (10 year max) for all Board Members, with the exception of the Ex-Officio representative.
- E. In the event of a vacancy, the Governing Board may appoint such qualified person(s) necessary to fill the vacancy. The person(s) appointed shall serve the unexpired term of the previous Board Member and is subject to re-election by the Board and ratification by the full Alliance voting membership.

## **6.08. BOARD CODE OF CONDUCT**

The Members of the Alliance Board are entrusted with specific responsibilities related to use of public funds invested in addressing a serious community concern, homelessness. Members are expected to observe the highest standards of ethical conduct in the execution of these responsibilities. In the performance of their duties, Alliance Board Members are expected to carry out the mandate of the Alliance to the best of their ability, and to maintain the highest standards of integrity for actions with other members of the Board, Alliance representatives, service recipients, service providers, and members of the public.

## **6.09. GENERAL CONDUCT**

Members of the Board are expected to conduct themselves with courtesy and respect, without harassment, physical or verbal abuse. Personal relationships should not result in special considerations, including bias or favoritism that influence the performance of their official duties in a manner contrary to the interest of the broader Alliance. Board Members are expected to exercise adequate control and supervision over matters for which they are individually responsible.

## **6.10. STEWARDSHIP OF RESOURCES**

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Board Members must assure that the resources entrusted to them are used for conducting official business only. Members of the Alliance Board must abide by the Conflict of Interest Policies established for Board operations herein ([Sec. 6.18](#)).

## **6.11 PROTECTION OF CONFIDENTIAL INFORMATION**

In line with this Charter of the Alliance, Board Members have a responsibility to protect any confidential information provided to, or generated by, the activities of the Board. Board Members shall not use confidential information of the Alliance for any purpose or disclose such confidential information to any third party, except as necessary to perform their duties and responsibilities as members of the Governance Board.

## **6.12 PUBLIC STATEMENTS AND MEDIA RESPONSE**

When making public statements or speaking to the media on issues related to homelessness, members of the Board shall make clear whether they are speaking in their own name or on behalf of the Alliance.

## **6.13 REVIEW OF VIOLATION OF THE CODE OF CONDUCT CHARGES**

When an allegation of misconduct is received by the Governance Board, an Ethics Review Committee will be assembled. This committee may not exceed three (3) members and must include a minimum of two (2) persons from the official Alliance membership. The Ethics Review Committee shall conduct a review of the matter and make a recommendation to the Governance Board for resolution. The Governance Board shall not be bound by the Ethics Review Committee's recommendation.

If requested by a majority, the Committee may also give guidance to the Alliance concerning other aspects of conduct, including actions of staff, consultants or other persons charged with implementation of duties relative to the responsibilities of the Board.

## **6.14 BOARD LEADERSHIP**

At the last meeting each calendar year, the Board will select a Chair to preside over the meeting and Vice-Chair to conduct meetings in the absence of the Board Chairperson. The Vice-Chair will preside over the meeting and officiate business in circumstances where the conduct of the Chair has been formally challenged, or in instances when the Chair must recuse him/herself.

## **6.15 DOCUMENTATION**

The Alliance shall conduct and transact business in a fair and transparent manner. To this end, the Board shall maintain records of the Alliance actions, considerations, and decisions and make them available to members of the public in accordance with the [Public Records Act for the State of California](#) and the [Ralph M. Brown Act](#). Except in unusual circumstances or as required to protect the Board, the Alliance, or member agencies from pending legal action, meeting of the Board will be open to members of the public wishing to observe. If a visitor to the Board meeting is verbally or physically disruptive to the proceedings, they may be asked to leave.

# Ventura County CoC Alliance Governance Charter

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## 6.16 RESPONSE OF THE BOARD TO COMMUNITY CONCERNS/OBLIGATION TO REPORT

Upon receipt of a written concern, the Alliance Governance Board, the Chairperson in consultation with one additional Board Member who is assigned to that duty will determine what action to take. The chairperson must report complaints and actions to the Governance Board monthly. Members must exercise adequate control and supervision over matters for which they are individually and collectively responsible, and shall take such measures as are necessary and appropriate in considering the concern of the community.

## 6.17 ABILITY TO CONDUCT BUSINESS/DEBARMENT OR SUSPENSION

Members of the Alliance Board must be eligible to transact business with federal and local government. At the time of nomination and at least annually thereafter, potential members of the Board must be cleared through the public registry listing persons and businesses that are barred from, or suspended from transacting business with federal, state, or local government.

## 6.18. CONFLICT OF INTEREST AND RECUSAL POLICY

- A. No member of the Alliance shall vote, and may not participate in, any matter which creates a conflict of interest, as defined in this Section. If a voting member has a conflict of interest, that member shall recuse his or herself from the vote and discussion.
- B. The Alliance voting membership shall conduct decision-making in accordance with [24 CFR parts 84](#) or [85](#) for non-profit organizations and state, local, and government agencies that receive federal funds. The Alliance voting member must also meet the conditions set forth in the [Interim Rule, Section 578.95\(b\)](#).
- C. To assure compliance with these regulations, the Alliance established policies to protect against conflicts of interest that may arise among Board members or organizational agents for their personal or organizational benefit in excess of the minimal value ([Section 6.19.C](#)).
- D. No voting member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to that individual or to any organization that the voting member has any financial interest or is otherwise employed or directly affiliated.
- E. An Organizational Member conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under this part, or when an individual's or an entity's objectivity in performing work with respect to any activity assigned under this part is or might be otherwise impaired.
- F. An Organizational Member conflict of interest arises when a Board Member is also specifically associated with an applicant organization and participates in any decision of the Board or other entity concerning the award of the grant, or provision of other financial benefits to the organization that such member represents. It would also arise when an employee, recent employee, board member, or family member of a recipient or sub-recipient organization participates in the tasks associated with making reasonable and objective determinations in carrying out the responsibilities of the Board. Examples of conflict of interest include the determination of rent reasonableness under [§578.49\(b\) \(2\)](#) and [§578.51\(g\)](#); housing quality inspections of property under [§578.75\(b\)](#) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation determination of awards.

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- G. Recommendations may include items that present a conflict of interest for the majority of Governance Board members. In such cases, the recommendation comes to the full Alliance membership for ratification. Actions brought for ratification may be rejected / appealed by the full Alliance membership if the Governance Board was not authorized to consider and bring forward a recommendation; if the action is not permitted, or if the action otherwise violates regulations or laws governing the issue under consideration. A call for rejection or appeal of an action brought forward for ratification must include the basis for such action. Refusal to ratify the recommendation must be substantiated and subsequently supported by a two-thirds (66%) vote of the eligible voting members present.

## 6.19. FINANCIAL CONFLICTS OF INTEREST – GIFTS

- A. Prohibits the solicitation and acceptance of gifts by Board members (or by the organizations that they represent) that provide benefit in excess of minimal value from persons, organizations, or corporations with vested interest in the outcomes of decisions made by the Board on behalf of the Alliance or its member agencies.
- B. Board members shall not participate in the selection, award, or evaluation of a contract if the conflict of interest exists. A conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ, or employed during the prior six (6) months, has a financial or other interest in the organization under consideration for an award, or evaluation. Board members will not solicit monetary value from funded recipients, sub-recipients, contractors, or vendors.
- C. Board Members will not accept gratuities from funded recipients, sub-recipients, contractors, or vendors except for unsolicited gifts of nominal value. It is determined that a conflict of interest does not exist when the value of the gift is an unsolicited item of nominal value (less than \$15) and such gifts are not repeated more than twice annually. The Board member must maintain a record of gifts received, including source, date, value, and type of gift.

## 6.20. RESTRICTIONS ON PROCUREMENT AND PROVISION OF SERVICE

- A. Board members may not personally and substantially benefit from participation on the Alliance Board. [The Procurement Integrity Act U.S.C. §2104](#); (“PIA”) provides guidance on activities that constitute personal and substantial benefit. Examples of activities that may violate the PIA include but are not limited to:
- Drafting, reviewing, or approving the specification or statement of work for which the individual intends to apply;
  - Preparing or developing a solicitation that the individual or an organization that the individual has a formal relationship with; evaluating bids or proposals that will be awarded to the individual or an associated entity;
  - Selecting a source; negotiating price or terms and conditions; or
  - Reviewing and approving an award from which the individual or the associated entity will derive any financial benefit.
- B. Board members are not to receive preference in the execution of the business of the Alliance or the services provided by the Alliance. For example, the Board member or their family must be

# Ventura County CoC Alliance Governance Charter

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granted services or access to support through the regular, established processes without special consideration.

## 6.21. OBLIGATION TO DECLARE POTENTIAL CONFLICT OF INTEREST

To avoid apparent conflicts of interest, Board members will declare any real or potential conflicts of interest or the appearance of such conflicts. The person must disclose this information before participating in the deliberation and decision-making or evaluation process. This policy applies to both personal and organizational conflicts.

## 6.22. TERMINATION POLICY

Any Board Member, Individual Member of the Governance Board or the entire Governance Board may be removed by the vote of two-thirds (66%) of the Alliance voting membership.

## 6.23. PARLIAMENTARY PROCEDURE

[Robert's Rules of Order Abridged-Revised](#) will guide the process during meetings of the Alliance.

## 6.24. QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

## ARTICLE VII. ADVISORY COMMITTEES

### 7.01. COMMITTEES AND TASK GROUPS

- A. Each Committee will have a Chairperson and a Vice-Chairperson or Co-Chairperson elected by Committee members annually.
- B. Each Committee will establish regular recurring meetings and publish an annual calendar on the Alliance website.
- C. Each Committee will distribute a written agenda to all Committee members prior to each meeting and post written agenda on the Alliance website to each meeting.
- D. Each Committee will record meeting minutes of each official committee meeting and publish on the Alliance website.
- E. Each Committee may meet at any time during the intervals between Alliance meeting at a location determined by the Committee members, or at the request of the Governance Board. Each Committee Chair will report the results of its meeting to the Alliance at quarterly meetings.
- F. Each Committee will mirror the attendance and voting privileges of the full memberships. In order to maintain attendance and voting privileges at the Advisory Committee level, Committee members shall attend two (2) of the most recent four (4) Advisory Committee meetings.
- G. The Committee Chair person is responsible for timely notification of meetings, and will have the authority to call Committee meetings, to determine that a quorum is present, and to determine who has met eligibility to majority vote on matters before the Committee, provided that reasonable notice is given to all members of the Committee.
- H. Alliance staff, with assistance from Committee Chair, shall be responsible for tracking attendance and maintain compliance with these rules.

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- I. The Governance Board may, by majority vote of a quorum, create sub-committees necessary for the proper and efficient functioning of the Alliance as long as these committees do not interfere with or duplicate the duties of any existing committee.
- J. The Board can establish a Task Group to achieve specific or time-limited objectives.
- K. The Governance Board may, by a majority vote of a quorum, abolish a Task Group, or Committee, except for an Advisory Committee, if such committee is established pursuant to this Section, if it is determined to be unnecessary for the proper and efficient functioning of the Alliance.

## 7.02 STANDING ADVISORY COMMITTEES

The Alliance has established several Standing Advisory Committees that are responsible for ongoing work and providing advice on key issues and community initiatives. These Standing Advisory Committees are needed each year and are established for ongoing, long-term activities. The following Advisory Committees are established as Standing Advisory Committees that incorporate members of the full membership and may only be disbanded by a change to this Charter approved by a direct action of the full Alliance voting membership.

- A. Housing and Services Committee
  - a. Work with public and private agencies to promote and increase awareness of residential and non-residential programs, services, and existing permanent housing resources that make up the Ventura County Homeless Continuum of Care system;
  - b. Promote coordination between organizations who serve the homeless and at-risk homeless populations;
  - c. Provide education and advocacy on behalf of the target population to promote the mission of the Alliance;
  - d. Provide recommendations on best practices of housing and services and property management for existing and new CoC Permanent Supportive Housing programs.
    - 1. Veterans “One Team” Case Conferencing Subcommittee
      - a. Provide housing prioritization and referral to VA funded housing, transitional housing, emergency shelter, Permanent Supportive housing, and services.
      - b. Facilitate to support all services, ensuring a thorough yet expedient discussion with a goal to develop a service plan for all Veterans with a particular focus on those with the most significant barriers to housing.
    - 2. Youth Case Conferencing Subcommittee
      - a. Provide housing prioritization and referral to CoC housing, transitional housing, emergency shelter, Permanent Supportive housing, and services.
      - b. Facilitate to support all services, ensuring a thorough yet expedient discussion with a goal to develop a service plan for all Youth with a particular focus on those with the most significant barriers to housing.
- B. Data Performance and Evaluation Committee
  - a. In collaboration with the HMIS Lead Agency, establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant recipient agencies; and

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- b. Review applications and make funding recommendations to the Governance Board to promote the most effective and efficient allocation of these grant funds.
- C. Homeless Management Information System (HMIS) and Coordinated Entry Steering Committee
  - a. The HMIS Lead Agency facilitates the Ventura County HMIS Steering Committee;
  - b. The HMIS Lead Agency drafts annual goals and a strategic plan in accordance with the Alliance Strategic Plan, for approval by the HMIS Steering Committee;
  - c. The Collaborative Applicant and HMIS MOU details the roles and responsibilities of the HMIS Lead Agency and the CoC Collaborative Applicant;
  - d. Membership includes broad representation of the service provider types in the Continuum's HMIS;
  - e. All major HMIS initiatives, including HMIS Policies and Procedures, are reviewed and approved by the Steering Committee and then presented to the Governance Board for approval;
  - f. Provide information and guidance on issues related to the implementation of the HMIS to the full Alliance membership; and
  - g. Regularly monitor HMIS data quality, performance metrics, and operational standards.
- D. Public Information and Outreach Committee
  - a. Inform full CoC Alliance membership on progress towards meeting strategic goals and outcomes and any initiatives that impact the County's homeless housing providers and service agencies;
  - b. Develop public information messages and strategies to raise awareness of issues around homelessness in Ventura County;
  - c. Conduct public outreach to raise awareness; and
  - d. Facilitate community meetings to present updates on key issues such as the results of the annual Point-in-Time Count, key information regarding annual HUD priorities for ending homelessness, and issues critical to the community, such as shelters and affordable housing needs.
- E. Nominations/Selection Committee
  - a. Evaluates and recommends changes to improve the Governance Board representation structure and ensure it is operating in an optimum way to meet the mission;
  - b. Reviews Board Member nominations, solicitation responses and provides recommendations to the Board;
  - c. Reviews the governance Charter and provides recommendations to the Board and Full Membership body; and
  - d. Develops strategies and approaches to engage new Alliance members to expand membership of underrepresented sectors in the Region.
- F. Youth Action Board Committee
  - a. Youth committee comprised of homeless and formerly homeless youth to serve as advisory group with the goal of preventing and ending youth homelessness
  - b. Advises Housing and Services Committee of gaps in services for youth.

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- c. Youth member may be appointed to represent advisory group on CoC Board.

## 7.03. TASK GROUPS

Periodically, the Alliance needs to complete specific, time-limited tasks in order to comply with regulatory demands or to advance the goals and objectives of the full body. At the request of the Governance Board, selected group of members and community volunteers may be asked to form a temporary Task Group to complete the identified task. These groups perform specific functions associated with completion of the task and are guided by and report to one of the established Alliance groups, which may include the full Alliance, the Governance Board, or a standing Advisory Committee. Task Groups are temporary in nature and are not expected to offer continuous or year-round support to the Alliance.

## ARTICLE VIII. INTERAGENCY COUNCIL ON HOMELESSNESS (IACH)

### 8.01. OVERVIEW

[The Ventura Council of Governments \(VCOG\)](#), in their role as Interagency Council on Homelessness for the County of Ventura, will receive reports from the Board no less than annually. It is anticipated that the IACH will take these reports on the progress to prevent and end homelessness back to their respective jurisdictions for their consideration.

## ARTICLE IX. EMPLOYMENT STATUS

### 9.01. OVERVIEW

By virtue of service on the Governance Board, the full Alliance body, Advisory Committees, Interagency Council, and/or other action groups are not deemed employees of the Alliance nor its Infrastructure Organization(s) and are not entitled to benefits or compensation from member agencies as a result of their service to the Alliance.

## ARTICLE X. INFRASTRUCTURE ORGANIZATION(S)

### 10.01. OVERVIEW

In order to realize collective impact and provide centralized infrastructure with dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants, the Alliance will utilize an Infrastructure Organization(s) to assume operational responsibilities for the Alliance and beyond.

### 10.02. SELECTION PROCESS

- A. A Selection Committee, comprised of members of the Alliance and Board Members, will use a solicitation process to identify and evaluate candidates;
- B. Submissions may include proposals from the Full Membership Body;
- C. A single organization assuming all responsibilities is preferred but not required;
- D. Legal structure of the Infrastructure Organization is not being identified or recommended; rather the formal selection process will be open;
- E. The Selection Committee will submit recommendations to the Governance Board.

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- F. The Board can accept one of the recommendations or reject all of the recommendations and instruct the Selection Committee to continue to search. Final selection and approval rests with the Governance Board;
- G. If suitable candidates are not identified through the solicitation process, the Selection Committee may recommend the full Alliance membership or Governance Board create its own entity;
- H. The Governance Board will complete a formal performance evaluation of the Infrastructure Organization(s) every year.

## **10.03. INFRASTRUCTURE ORGANIZATION(S) RESPONSIBILITIES**

- A. Serve as HUD Collaborative Applicant;
- B. Submit HUD CoC Program applications;
- C. Submit other funding applications;
- D. Contract or hire staff;
- E. Conduct funded project monitoring and performance evaluation;
- F. Report progress to full Alliance membership and Governance Board;
- G. Support Governance Board and Advisory Committees;
- H. Implement initiatives as directed by the Governance Board to enhance Alliance performance;
- I. With Advisory Committees, monitor best practice homeless initiatives and make recommendations;
- J. Expand and maintain Alliance membership through proactive engagement of key stakeholders, outreach to and coordinate with other community groups, new member orientation, creation of outreach materials including but not limited to interactive website, social media campaigns, and community education;
- K. Serve as Fiscal Agent for infrastructure financial support;
- L. Serve as, or contract with HMIS Lead;
- M. Plan and conduct Point-in-Time Count;
- N. Operate HMIS System and/or ensure compliance;
- O. Monitor data quality;
- P. Data Reports (Housing Inventory Chart, Annual Homeless Assessment Report, other publications, and performance reports);
- Q. Follow HMIS Policies and Procedures; and
- R. Serve as the Point of Contact for the community.

## **10.04. DESIGNATING HMIS LEAD**

The HMIS administering agency and/or the applicant/sponsor of an Alliance dedicated HMIS project grant is an agent of the Alliance, manages HMIS operations on behalf of the Ventura County Region and provides HMIS administration functions at the direction of the Alliance. Active participation by Alliance members, either through committee/sub-committee structure or other meetings, in the management of the HMIS process, including establishing policies, procedures and protocols for privacy, data sharing protocols, data analysis, reporting, data integrity/validity, is essential to the viability and success of the HMIS.

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The Alliance has endorsed the concept of a central HMIS system that is capable of integrating and storing data. An integrated data system is a requirement of HUD CoC and ESG Program funding. Policies for compliance with the applicable HUD regulations will be developed and reviewed at least bi-annually by the Alliance and HMIS Lead.

## **10.05. DESIGNATING COLLABORATIVE APPLICANT**

The Alliance will designate an eligible legal entity to complete the HUD CoC Program application, referred to as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all applicants and projects and submitting this combined HUD CoC Program application on behalf of the Alliance. The Collaborative Applicant is the only applicant that is able to apply for HUD planning funds to support the Alliance in carrying out all of its responsibilities. The Collaborative Applicant provides these functions on behalf of the broader Alliance. The Alliance Board always retains responsibility, including the final approval of the application.

## **10.06. DESIGNATED POINT OF CONTACT**

The Governance Board annually reviews and recommends a designated HUD Point of Contact (POC) to the Alliance using a similar process. Designation of the POC also takes into consideration two critical aspects: 1) the POC must have functional knowledge, access, and regular communication with the internal structures of the Collaborative Applicant organization; 2) to be effective, the POC must possess a comprehensive understanding of the HUD regulations and detailed procedures associated with compliance with the CoC, ESG, and VASH programs.

## **10.07. TERMINATION POLICY**

The Governance Board will conduct and document an annual review of the Infrastructure Organization(s). The review shall include an assessment of the organization's capacity to fulfill HUD mandated functions and fiscal accountability. If the review is unsatisfactory, the organization will provide the Board a written corrective action plan within 30 days. The Governance Board will conduct a subsequent review 90 days following the original unsatisfactory annual review to determine if the corrective action plan is being followed and that performance is improving. If the Governance Board determines the Infrastructure Organization's performance continues to be unsatisfactory, the Governance Board may remove the underperforming Infrastructure Organization by a two-thirds (66%) vote.

## **ARTICLE XI. RELATIONSHIPS WITH OTHER HUD-FUNDED CONSTITUENCIES**

### **11.01. EMERGENCY SOLUTIONS GRANT (ESG) ENTITLEMENT AREAS**

Emergency Solutions Grants (ESG) are awarded to the Ventura County ESG entitlement areas "ESG Area" by the U.S. Department of Housing and Urban Development (HUD) for the purpose of providing Essential Services and Shelter Operations to persons who are homeless or at risk of being homeless in the ESG entitlement Areas. The ESG Area makes these funds available to local service providers, as well as itself, via a Request for Proposals (RFP) process upon notification from HUD of the amount of ESG funds allocated to the ESG Area for the program year. The public notification of the RFP is placed in local newspaper, on the ESG Area websites and electronically distributed by the Continuum of Care homeless

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service providers. The ESG Area may reserve up to 7.5 percent of the HUD award to administer the program.

The Alliance directly participates with jurisdictions that are directly funded by HUD ESG, with the California State Department of Housing and Community Development for the areas in the Region that are eligible for State ESG funds, and with non-entitled areas that prepare Consolidated Plans. In each case, the Alliance consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide Emergency Shelter, Prevention, and Rapid Re-Housing (RRH) services.

The Alliance assists the ESG Area in coordinating the prioritization and use of funds. This coordination includes each ESG Area covered by the State of California and the ESG Areas in the Region. The Alliance, as the CoC entity, is responsible for assisting with the evaluation of ESG project performance.

In cooperation with Alliance, the ESG Area determines, based on the amount of funding received and the need of the client, the level of assistance and the duration of assistance that a household can receive.

The Alliance participates in setting local priorities, reviewing and rating proposals, certifying need, and annual review of ESG programs.

The general goal of ESG is to assist families and individuals out of homelessness by providing financial support for rental assistance, payment of utilities, transportation services and other essential services deemed eligible by HUD and necessary for the continued housing of a homeless or at risk of becoming homeless persons, and/or families. ESG can be used to fund local homeless emergency shelter operations or physical rehabilitation of certain properties used for serving homeless persons.

To this end, the ESG Areas and the Alliance have established the following cross-jurisdictional strategies for use of the ESG funds in ways that:

# Ventura County CoC Alliance Governance Charter

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- A. Further the accomplishment of actions identified in the Consolidated Plan of each jurisdiction.
- B. Foster greater access to permanent housing, especially helping people access housing that is affordable at 30% Area Median Income.
- C. Leverage existing resources to achieve the match and case management requirements and to avoid duplication of services.
- D. Coordinate across jurisdictions for development of standardized eligibility and assessment standards and by convening semiannual regional planning meetings.
- E. Support federal and local goals for priority populations, including but not limited to veterans, persons with disabilities, families and others.
- F. Allow for variations in ESG entitlement programs that respond to the needs of resources of the individual jurisdictions.
- G. Comply with eligibility and verification requirements and locally established standards (HMIS, housing status, habitability standards, homeless, definitions, etc.).
- H. Allows each program to take responsibility for program administration including compliance with public notice requirements and timely reporting.
- I. Encourages all sub recipients to participate in collaborative assessment, coordinated entry, data management, and reporting systems established by the Alliance in accordance with HEARTH regulations.
- J. Supports timely and accurate data collection and reporting through contractual obligations with sub recipients and through establishing common standards for vendor relationships with the HMIS Lead.

The Alliance plan for ESG assistance recognizes the three (3) ESG Areas contained in the Ventura County Region (Ventura County, City of Oxnard and the areas eligible for State of California ESG funds). The Alliance works to avoid a duplication of services to ensure sub recipients do not receive multiple grants for the same services in a single service area. Sub recipients serving multiple areas may receive ESG support from the corresponding ESG Area to serve eligible clients from that service area.

ESG sub recipients are responsible for assuring the provision of matching resources. The Alliance encourages sub recipients to leverage additional resources for effective operation of ESG programs. The Alliance consults with ESG Areas and sub recipients to coordinate plans for effective use of funds. HUD CoC Program-funded organizations are required to report the sources of match and leverage funds annually. These resources are verified through an annual review of agency Independent Audit as conducted in accord with HUD regulations.

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## 11.02. ESG PROJECT RECIPIENTS AND SUBRECIPIENTS

ESG project recipients may include non-profit organizations, public housing agencies, or governmental entities that receive HUD CoC program funding. Recipients have a grant agreement with and receive funding directly from HUD; sub recipients have agreements with and receive funding from recipients.

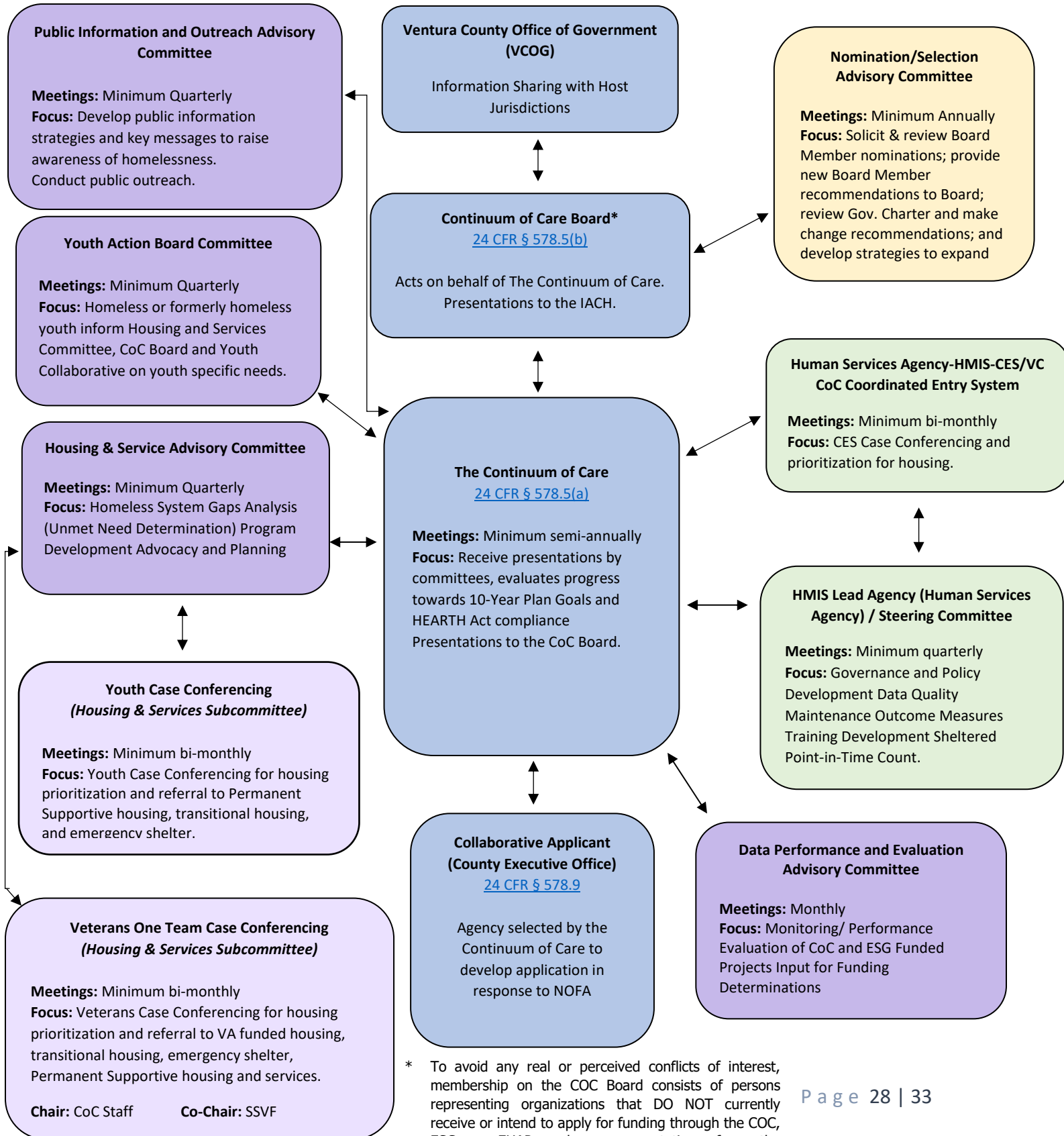
ESG recipient and sub recipient organizations must certify to the following eleven (11) program assurances concerning:

- A. Confidentiality;
- B. Consistently with the applicable consolidated Plan;
- C. Discharge policies and protocols;
- D. Education assurances for households with children;
- E. Essential services;
- F. HMIS participation;
- G. Inclusion of homeless persons in decision-making and Section 3 activities as practicable;
- H. Restrictive covenants for facilities receiving ESG funds for renovation or major rehabilitation;
- I. Matching funds;
- J. Safe and sanitary facilities; and
- K. Supportive services.

ESG recipient organizations must meet additional requirements established annually by contractual agreement with the ESG Area for participation in Alliance review and reporting requirements for project evaluation.

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## EXHIBIT A – VENTURA COUNTY COC ALLIANCE GOVERNANCE STRUCTURE



\* To avoid any real or perceived conflicts of interest, membership on the CoC Board consists of persons representing organizations that DO NOT currently receive or intend to apply for funding through the CoC, ESG or EHAP, unless representatives from the subpopulations served by these organizations cannot be recruited as board members.

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## EXHIBIT B – CoC ALLIANCE SEPARATION OF DUTIES MATRIX

xx indicates lead for task

	Tasks	The Alliance	Gov. Board	Data Performance and Evaluation	Housing and Service System Coordination	Public Information Outreach	Youth Action Board Committee	HMIS Steering Committee	CoC Collaborative Applicant
1	Conduct sheltered count							x	xx
2	Conduct unsheltered count	x						x	xx
3	Complete Housing Inventory Chart							x	xx
4	Complete Point-in-Time Chart							x	xx
5	Planning/Implementing/evaluating Housing First	x			xx				
6	Planning/Implementing/evaluating Rapid Re-housing	x			xx				
7	Planning/Implementing/evaluating Coord. Assessment System			x	xx			x	x
8	Planning/Implementing/evaluating street outreach plan	x			xx				
9	Planning/Implementing/evaluating homeless prevention plan	x			xx				
10	Ensure goals of Operating Doors are incorporated in CoC goals:	x				xx			
	Preventing and ending family homelessness	x				xx			
	Preventing and ending chronic homelessness	x				xx			
	Preventing and ending youth homelessness	x				xx	x		
	Preventing and ending veteran homelessness	x				xx			
	Preventing and ending all homelessness	x				xx			
11	Ensure that CoC's goals are in Consolidated Plan(s), Housing Elements, Hsg Authority Action Plans, & other planning docs	x				xx			
12	Ensure that Public Housing Authorities are involved in CoC goals				xx	x			
13	Ensure increase PH and PSH housing stability			xx					
14	Ensure increase income from employment			xx					
15	Ensure income from other cash resources			xx					
16	Ensure increase non-cash mainstream resources			xx					
17	Reduce length of time homeless			x			x	x	
18	Prevent recidivism			x			x	x	
19	Monitor performance of HUD CoC funded renewals			xx				x	x
20	Assist underperforming HUD CoC funded renewals			x					xx
21	Reallocate and renew HUD CoC funded projects	x	xx	x					x
22	Coordinate local Request for Proposals	x	x						xx
23	Coordinate project review, ranking, present to CoC Board		x	xx					x
24	Consult with Emergency Solutions Grant recipients concerning allocation of funds & performance evaluation			x		xx		x	
25	Complete Grant Inventory Worksheet								xx
26	Ensures coordination with other Federal, State, County, local, and private resources		xx	x		x			
27	Identify other sources of funding for supportive services to reduce CoC program funds to pay for such costs	x			xx	x			
28	Ensure equal opportunity and affirmatively further fair housing		xx			x	x		x
29	Ensure educational assurances for hmls children				xx				
30	Coordinating services and safe housing for victims of DV				xx				
31	Implementation of Affordable Care Act				x	xx			
32	Review written complaints		xx						x
33	Adopt and evaluate Governance Charter annually	xx	x						x
34	Recruit CoC Members	xx	x						

### Descriptions:

**The Alliance:** (quarterly) To be collaborative of City staff, other public agency staff, private non-profit organizations, and other community organizations who are committed to preventing and ending homelessness in the County of Ventura; to implement a community-based collaborative and coordinated system utilizing best practices to assist persons experiencing homelessness and those of at risk of homelessness to obtain housing, mainstream resources, and supportive services necessary to achieve self-sufficiency; to ensure funding resources are maintained; leverage additional funds; and assure fair distribution of resources throughout Ventura County based on areas of greatest need.

**CoC Board:** (monthly) Makes decisions on behalf of The Alliance.

**HMIS Steering Committee:** (quarterly) Develop and monitor the HMIS Charter, which includes a process for decision making around the HMIS and establishes roles and responsibilities of the CoC Collaborative Applicant and the HMIS Lead Agency. Provide information and guidance on issues related to the implementation of the HMIS. Regularly monitor data quality, performance metrics, and operational standards.

**Data Performance and Evaluation Committee:** (quarterly) Establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant funded agencies. Review applications and make funding determinations to promote the most effective and efficient allocation of these grant funds.

**Data Performance and Evaluation Committee:** (quarterly) Establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant funded agencies. Review applications and make funding determinations to promote the most effective and efficient allocation of these grant funds.

**Housing and Service System Coordination:** (quarterly) Conduct Homeless System Gaps Analysis (Unmet Need), System Evaluation and Redesign, Program Development, Research of Systems Development and Best Practices, Advocacy and Planning

**Public Information and Outreach:** (quarterly) Inform members of The Alliance on progress towards meeting strategic goals and any initiatives that impact the County's homeless housing providers and service agencies. Develop public information messages and strategies to raise awareness of issues around homelessness in the County.

**CoC Collaborative Applicant:** The agency selected by The Alliance to develop and submit an application in response to HUD's CoC NOFA.

# Ventura County CoC Alliance Governance Charter

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## EXHIBIT C – CoC INFRASTRUCTURE ORGANIZATION

### **Continuum of Care Lead Agency/Collaborative Applicant**

The CoC Lead Agency is the County Executive Office and designated as the primary applicant for State and Federal funds made available to Continuums of Care; The CoC Lead Agency serves as staff to the Continuum of Care Board, Alliance and Standing Advisory Committees and assists with overseeing the full responsibilities of the Continuum including operating the Continuum of services including the coordinated entry system and coordinated entry system access point focusing on subpopulations that benefit from a tailored approach, such as the Veterans One Team Case Conferencing and Youth Case Conferencing.

### **HMIS Lead Agency**

The HMIS Lead Agency is the County of Ventura Human Services Agency responsible for managing the HMIS system consistent with HUD requirements. The HMIS lead in partnership with the CoC is responsible for reviewing, revising, and approving a privacy plan, security plan and data quality plan for the HMIS and ensuring consistent participation of recipients and subrecipients in the HMIS. The Human Services Agency has also been designated by the VC CoC as a lead on the Coordinated Entry System (CES) with the integration of CES in HMIS.

# Ventura County CoC Alliance Governance Charter

## EXHIBIT D – CoC ALLIANCE MEMBERSHIP

<b>Ventura County Continuum of Care Alliance Membership</b>	
<b>Organization/Individual</b>	<b>Sector</b>
A Community of Friends	Affordable/ Supportive Housing Developer
Aegis Treatment Centers	Substance use treatment
American Medical Response (AMR)	Emergency services
Area Agency on Aging	Senior
Area Housing Authority of Ventura County	Affordable Housing
Brian Padrick	Advocate
Buddy Nation	Pet Services
Cabrillo Economic Development Corp	Affordable/Supportive Housing Developer
Cal Lutheran	University
California Rural Legal Assistance (CRLA)	Legal
California State University Channal Islands	University
Carolyn Briggs	Advocate
Casa Pacifica	Youth Transitional Housing
Catholic Charities	Social Services
City of Camarillo	Local Govt
Child Development Resources	Social Services/ Childcare Resources
City of Fillmore	Local Govt
City of Moorpark	Local Govt
City of Ojai	Local Govt
City of Oxnard	Local Govt
City of Oxnard--Housing Dept	Affordable/Supportive Housing Developer
City of Port Hueneme	Local Govt
City of Santa Paula	Local Govt
City of Santa Paula - Housing Authority	Rental Housing Programs
City of Simi Valley	Local Govt
City of Thousand Oaks	Local Govt
City of Ventura	Local Govt
City of Ventura – City Proactive Outreach Program	Public safety/social services
Coalition for Family Harmony	Victim Services Provider
Community Action of Ventura County	Homeless Services
Community Memorial Hospital	Hospital
County of Ventura Healthcare Agency, Behavioral Health Adult Clinics	Medical Services
County of Ventura Healthcare Agency, Behavioral Health PATH/R.I.S.E.	Behavioral Services

## Ventura County CoC Alliance Governance Charter

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County of Ventura Healthcare Agency, One stop/Whole Person Care/Hospital Case Management	Homeless Health Services
County of Ventura Homeless Liaison Unit	Social Services
County of Ventura Human Services Agency	Social Services
County of Ventura Human Services Agency, Area Agency on Aging	Senior Services
County of Ventura Human Services Agency, Homeless Services	Homeless Services
County of Ventura Human Services Agency, VCHMIS	Homeless Information System
County of Ventura Human Services Agency, RAIN Bridge Housing Program	Homeless Services
County of Ventura Human Public Defender's Office	Legal Services
CSUCI	University
David Courtland	Advocate
Diversity Collective	LGBTQI+
Downtown Ventura Partners	Business
Dyer Sheehan Group	Real Estate Consulting
First 5 Ventura County	Youth
Federal Emergency Management Agency	Federal Agency
Gold Coast Health Plan	Healthcare
Gold Coast Veterans Foundation	Veteran
Goodwill Industries of Vta and SB Counties	Employment Services
Harbor House	Homeless Services
Help of Ojai	Social Services
Hospital Association of Southern California	Healthcare
House Farm Workers	Advocates
Housing Authority of the City of San Buenaventura	Affordable/Supportive Housing Developer
Housing Trust Fund Ventura County	Affordable Housing Development
Independent Living Resource Center	Disability services
Interface Children & Family Services	youth, social services, re-entry, DV
Jess Weihe	Community member
Jewish Family Services	Social Services
Khepera House	Substance Use
Kingdom Center, Gabriel's House	Emergency shelter/transitional living
Lutheran Social Services	Support Services
Many Mansions	Affordable/Supportive Housing Developer
Mercy House	Homeless Services
MESA Farm	Youth Transitional Housing
National Health Foundation	Healthcare
Ojai Valley Family Shelter	Homeless shelter
One Step a la Vez	Youth, social services

## Ventura County CoC Alliance Governance Charter

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Oxnard College	Education
Oxnard Housing Authority	Affordable/Supportive Housing Developer
Oxnard Library	Public facility
Pacific Clinics--TAY Tunnel	Behavioral Health/TAY
Pam Marshall	Advocate
Partnership for Safe Families	Family
Peggy Rivera	Advocate
People's Self Help Housing	Affordable/Supportive Housing Developer
Project Understanding	Social Services
Public Defender	Legal
River Community Church	Homeless Services
Rescue Mission	Homeless Services
Salvation Army	Homeless Services
Salvation Army Supportive Services for Veteran Families Vta/SBA county	Veteran Homeless Services
Samaritan Centers	Homeless Services
Santa Paula Housing Authority	Affordable/Supportive Housing Developer
Sarah's House Maternity Home	Homeless Services
SCAN Health plan	Healthcare
Simi Valley Adventist	Healthcare
Shelter Care Resources	Homeless Services
SPIRIT of Santa Paula	Homeless Services
Step Up Ventura	Homeless children
The City Center	Homeless Services
Tenderlife Maternity Home	Homeless Services
The Kingdom Center/Gabriel's House	Homeless Services/Emergency Shelter
The Nature Conservancy	Environmental advocacy
The Partnership for Safe Families	Persons with Lived Experience Advisory Group
The Ventura County Rescue Mission	Emergency shelter
Turning Point Foundation	Homeless Services/ Behavioral Health
United Way of Ventura County	Funder
U.S. VETS	Veterans
Urban Initiatives	Housing Non-Profit
VC Housing Trust Fund	Funder
Ventura Chamber of Commerce	Business
Ventura College	Education
Ventura County Behavioral Health	Behavioral Health/Substance Use
Ventura County Community College District	Education
Ventura County Community Foundation	Housing Non-Profit
Ventura County Healthcare Agency	Healthcare

## Ventura County CoC Alliance Governance Charter

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Ventura County Library	Public facility
Ventura County Military Collaborative	Veterans
Ventura County Office of Education	Education
Ventura County Public Health	Healthcare
Ventura County Public Defender	Criminal justice
Ventura Social Services Task Force	Advocates
Veteran Affairs-HUD VASH	Housing and Homeless Services
Wakeland Housing & Development	Affordable/Supportive Housing Developer
Waypoint Station LLC	Advocate
Workforce Development Ventura County	Employment
Ventura County Sherriff's Department	Law Enforcement/ Homeless Liaison Unit
Ventura County Probation	Public Safety
Ventura County Medical Center	Hospital
St. Johns/Dignity Health	Hospital
City of Ventura Police Dept	Law Enforcement
City of Oxnard Police Dept	Law Enforcement
City of Simi Valley Police Dept	Law Enforcement
City of Port Hueneme Police Dept	Law Enforcement
City of Santa Paula Police Dept	Law Enforcement
Forever Found	Human Trafficking prevention
VC District Attorney's Office	Law Enforcement
Family Justice Center	Victim Services

ATTACHMENT #3

City's Homeless Programs and Services		
	2017	Through 2025
Shelter	<p><b>Winter Warming Shelter</b></p> <ul style="list-style-type: none"> <li>• December to March</li> <li>• Night Time Only</li> <li>• Limited restroom and shower facilities</li> <li>• No accessible restrooms</li> <li>• 120 bed capacity</li> </ul>	<p><b>Casa de Carmen:</b> Contracted with Mercy House Year Round services:</p> <ul style="list-style-type: none"> <li>• 110-bed overnight homeless shelter and Navigation Center, including case management, food, and laundry</li> </ul> <p><b>Partnerships</b> with other shelter providers:</p> <ul style="list-style-type: none"> <li>• Gabriel's House</li> <li>• Lighthouse</li> <li>• Rescue Mission</li> <li>• Turning Point- funded through CDBG and Emergency Solutions Grant ESG programs: Serves 21 homeless residents from the City through the Our Place Safe Haven Shelter</li> </ul>
Permanent Supportive Housing (PSH) Units	N/A	<p><b>Casa De Carmen</b></p> <ul style="list-style-type: none"> <li>• 55 PSH units (plus 1 manager's unit)</li> </ul> <p><b>Central Terrace:</b></p> <ul style="list-style-type: none"> <li>• 35 PSH units (86-unit affordable housing project, plus 1 manager's unit)</li> </ul> <p><b>Dolores Huerta:</b></p> <ul style="list-style-type: none"> <li>• 13 PSH units reserved for veterans experiencing homelessness (57-unit affordable housing development serving low-income farmworkers, plus 1 manager's unit)</li> </ul> <p><b>Ormond Beach Villas</b></p> <ul style="list-style-type: none"> <li>• 18 PSH units (40 unit project)</li> </ul> <p><b>Casa Aliento:</b></p> <ul style="list-style-type: none"> <li>• 69-unit PSH units (plus 1 manager's unit)</li> </ul>
Police Staffing	One (1) Officer primarily dedicated to homeless services	Homeless Liaison Office (HLO) Unit, including: <ul style="list-style-type: none"> <li>• One (1) Sergeant</li> <li>• One (1) Corporal</li> <li>• Four (4) Officers</li> </ul>
Housing Vouchers	Issued 3 homeless set aside vouchers	<ul style="list-style-type: none"> <li>• Issued 122 homeless set aside vouchers (for a grand total of 125 vouchers issued)</li> </ul>

		<ul style="list-style-type: none"> <li>● New allocation of mainstream vouchers (additional 12 vouchers issued for a grand total of 40 vouchers issued)</li> <li>● New allocation of emergency housing vouchers (43 vouchers issued)</li> <li>● New allocation of Veterans Affairs Supportive Housing (VASH) vouchers (37 vouchers issued)</li> </ul>
Street Outreach	<ul style="list-style-type: none"> <li>● No organized street outreach</li> <li>● Oxnard Police Department responded to calls</li> </ul>	<ul style="list-style-type: none"> <li>● City Police Department and Homeless Assistance Staff Partner with Mercy House to provide street outreach for unhoused and unsheltered residents.</li> <li>● From July 1, 2024 – January 28, 2026, Mercy House reported serving 104 unduplicated individuals through its street outreach program, with 41 of those individuals exiting the program to shelter and 2 exiting directly to permanent housing.</li> </ul>
Encampment Response	<ul style="list-style-type: none"> <li>● Reactionary only; typically requiring Council appropriation outside the budget system to respond to encampments.</li> </ul>	<p><b>Council Approved Budget (\$80K)</b> in Housing Department for coordinate efforts</p> <p><b>Monthly Internal City</b> meeting to coordinate response efforts</p> <p><b>City Encampment Response Guidance</b> is aligned with Executive Order N-1-24 (“EO”)</p> <p><b>Encampment Resolution Funding (ERF):</b></p> <ul style="list-style-type: none"> <li>● \$4M state grant (2023) that provided funding to utilize local motel rooms to provide non-congregate shelter and case management services to those relocated from encampment sites within the city</li> <li>● This program provided non-congregate shelter and case management services for more than 80 clients</li> </ul>
Additional Partnerships	Limited	<ul style="list-style-type: none"> <li>● Continuum of Care</li> <li>● County of Ventura</li> <li>● Cities in the County</li> <li>● All City Departments</li> <li>● Oxnard Housing Authority</li> <li>● Mercy House</li> </ul>

		<ul style="list-style-type: none"> <li>● Affordable Housing Developers</li> <li>● Shelter Care Resources</li> <li>● Salvation Army</li> <li>● Faith Based Community</li> <li>● Ventura Housing Trust Fund</li> <li>● Shelter partners listed previously</li> </ul> <p><b>One Stop:</b> drop-in service providing health care, referrals to behavioral health and case management services, and practical assistance to unhoused residents</p> <ul style="list-style-type: none"> <li>● Funded and run by the Ventura County Health Care Agency, services are held weekly at Oxnard One Stop location</li> <li>● One Stop does not keep a separate tally of client interactions at their locations, therefore staff does not have data on Oxnard clients served</li> </ul> <p><b>Rapid Re-Housing Assistance:</b> transitions clients from homelessness to housing through practical assistance that may include housing identification, landlord negotiation, and assistance with short-term costs</p> <ul style="list-style-type: none"> <li>● City contracts with Mercy House and United Way to administer this program</li> <li>● From 7/1/23 - 6/30/25, 74 individuals were served through this program</li> </ul>
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# Direction on the Future of the Commission on Homelessness

## Community Services, Public Safety, Housing & Development Committee

February 24, 2026

Samantha Shapiro, Project Manager



## Regional Approach to Addressing Homelessness

2



**HUD**

### **Funding for Homeless Services Programs**

The State and HUD provide funding through a variety of programs to regional CoCs



**STATE**



VENTURA COUNTY

**CONTINUUM OF CARE ALLIANCE**

ENDING HOMELESSNESS  
IN VENTURA COUNTY

### **Continuum of Care (CoC):**

- CoC is a regional planning body funded by HUD responsible for coordinating funding and services for homeless individuals and families
- HUD requires all geographic areas to be covered by a CoC to receive homeless assistance grants
- Ventura County Continuum of Care Alliance (VC CoC) fulfills these requirements
- To receive HUD funding, Oxnard must participate in the planning and implementation of the VC CoC



**VC CoC Alliance:**

- Local CoC fulfilling HUD requirement to receive federal funding
- More than 100 representatives throughout the County
- City of Oxnard is a member of the Alliance
- Meets quarterly



**VC CoC Advisory Committees:**

*Standing Committees:* focused on ongoing, long-term activities with regular recurring meetings

- Housing and Services
- Data Performance and Evaluation
- HMIS & Coordinated Entry
- Public Information and Outreach
- Nominations/Selection
- Youth Action Board



**VC CoC Governance Board:**

- Acts on behalf of the Alliance to set regional goals and priorities and make funding decisions
- City of Oxnard Housing Director is a member; in March 2026, a City Council member will also serve on the Board
- Meets monthly

**Within the CoC region:**

***Secured Funding:***

- County of Ventura secured over \$93M secured in state funding for behavioral health infrastructure
- County of Ventura & CoC awarded all 6 rounds of HHAP funding, totaling over \$28M

***Prevention Efforts:***

- Funds allocated for homeless prevention programs to United Way & VC Human Services Agency

***Data-Driven Approach:***

- HMIS and annual PIT counts inform funding and policy decisions

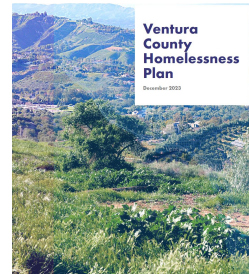
**Within the City of Oxnard, supported by the CoC:**

***Encampment Resolutions:***

- \$4M Encampment Resolution Funding (ERF) grant from the State; resulted in closure of two large encampments

***2023 Ventura County Homeless Plan:***

- Partnered with County to obtain jurisdiction specific goals and next steps aligned with the County to meet local needs





2025: Oxnard experiences a **15.7% reduction in individuals experiencing homelessness**, decreasing from 752 in 2024 to 634.

This marks the second consecutive year the City has seen a decline in homelessness, with a 24.3% decrease since 2023.

### Housing Stock & Shelters:

- In CoC region: increase of 98 interim housing units and 563 PSH between 2022 and 2025
- In Oxnard: 190 PSH units added between 2018 and 2025

**CASA DE CARMEN & OXNARD NAVIGATION CENTER**

**56** units of permanent supportive housing

**110** beds at the 24-hour emergency shelter

OPENED **NOVEMBER 2025**



### Successful Projects:

- Pathways to Home coordinated entry system
- Project RoomKey

## Since 2016, Council has prioritized and invested in addressing homelessness:

- FY 2016/17 & FY 2017/18 City Council Strategic Priorities included a goal to address homelessness
  - September 2018: Council adopted a Homeless Five-Year Plan and Strategy
- In 2021, Council adopted a priority to “continue addressing homelessness”
  - Funding to increase staffing in Police and Housing Departments
    - 2020: Oxnard Police Department Homeless Liaison Office (HLO) Unit created; now 6 staff
    - 2021: additional position added to Housing Department dedicated to homeless services
  - Authorized numerous contracts and agreements with homeless service providers to provide direct, ongoing supportive services

## Accomplishments of this investment include:

- Casa de Carmen and Oxnard Navigation Center: 55 PSH, 110-bed emergency shelter, and full service Navigation Center
- Street Outreach Team: served 104 individuals between July 1, 2024 and January 28, 2026, 41 exiting the program to shelter
- Rapid re-housing: served 74 individuals in a 2-year period

- Commission on Homelessness established in 2000 as an 11-member body
  - Established category-based membership to promote collaboration among groups focused on addressing homelessness in Oxnard
  - Membership reduced to 7 in 2014; membership requirements by category no longer in place
- Early work of COH supported efforts that staff could not complete due to staffing; increased staffing and requirement to participate in the CoC limit effectiveness of a COH at the City level
- Consistency of COH meetings reduced post-2020 due to lack of quorum or discussion items
  - 13 of the 36 planned meetings were canceled between 2021 and 2023
  - Membership dropped to 4 (out of 7 seats) in 2023
  - Last COH meeting held in December 2023
  - Appointments to COH paused since July 2024
- Supporting the COH requires considerable staff time from the Housing Department and other city departments. **Staff does not have the capacity to support the COH, address homelessness in the City, and participate in the CoC.**
  - Participation in the CoC is required for funding.

### Volunteer Opportunities Include:

1. Attend the quarterly CoC Alliance Meetings and advocate for policies
2. Attend the monthly CoC Governance Board Meetings
3. Apply to become a member of the CoC Alliance
4. Participate, as a member of the public, in one of the CoC Advisory Committees focused on specific initiative areas
5. Participate in the annual Point-in-Time Count
6. Attend the City's *Longest Night Memorial* held in December
7. Volunteer time or donate to one of many local service providers and non-profit organizations that provide programs that support the homeless and at-risk populations

Staff requests that Council evaluate the information in this report and provide direction on the future of the Commission on Homelessness.

Staff recommends dissolving the COH while maintaining active participation in the CoC for the following reasons:

- **Active involvement in the CoC is required if financial resources from the federal and state governments are to be provided to Oxnard**
- CoC structure is similar to the original intent of the COH; City must participate in CoC for funding opportunities
- Staff capacity cannot accommodate supporting the COH, being the “boots on the ground” addressing homelessness, and participating in the CoC