

HHAP Narrative

San Diego Continuum of Care-Regional Task Force on the Homeless

1. SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY
HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.

Total number of households served:	
Emergency Shelter, Safe Haven, Transitional Housing	7871
Rapid Rehousing	2914
Permanent Supportive Housing	3048
Total number of households served across all interventions	
Disabled	9159
Chronic Homelessness	4374
Households 55+	4775
Unaccompanied Youth	641
Veteran	5071
Total number of individuals served across all interventions:	
Female	5102
Male	9657
Transgender	70
Gender Non-Conforming	14
Total number of individuals served across all interventions:	
White, Non-Hispanic/Non-Latino (only)	6243
White, Hispanic/Latino (only)	2958
Black or African American (only)	4120
Asian	231
American Indian or Alaska Native (only)	260
Native Hawaiian/Other Pacific Islander (only)	178
Multiple Races	754

2. DEMONSTRATION OF REGIONAL COORDINATION

RTFH established Community Written Standards (referred to hereinafter as the Standards) that are intended to support RTFH efforts by offering a framework for service providers in the San Diego homelessness system that work together with mutual respect, collectively serving the needs of homeless individuals and families. The Standards represent the norms of service delivery for our entire community and serve as a guide to the network of resources specifically targeted to address homelessness in the region.

The Standards include community-wide, system-level practices and procedures of key components of the homeless crisis response system such as Housing First, CES, and the Homeless Management of Information System (HMIS); prioritization for each program type; agency-level activities such as grievance procedures and reporting; and individual project activities for each project type such as outreach and emergency services, transitional housing, bridge housing, rapid rehousing and permanent supportive housing.

The Standards were developed by the Evaluation Advisory Committee through a community process that included input from stakeholders and were adopted by the RTFH Governance Board. The Standards comply with the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and must be followed by programs that receive U.S. Department of Housing and Urban Development (HUD) funding through the CoC Program Competition, the Emergency Solutions Grant (ESG), and the State of California ESG program.

Adhering to the Standards is critical to the coordination and effective use of resources. Although not required, programs that receive funding through other sources are encouraged to adopt and follow these standards for their programs. Other entities that often touch the lives of people experiencing homelessness, such as healthcare, criminal justice, and education are also encouraged to contribute to the development of system-wide standards.

The Standards are referenced throughout the HHAP narrative.

A. Coordinated Entry System (CES) Information

1. Describe how your CES functions, including:

a. What entity is responsible for operating your CES?

RTFH is the lead agency for the Continuum of Care (CoC) and is responsible for CES. The RTFH works as a third-party entity to make unbiased referrals to housing resources in an equitable way.

b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?

In October 2016, with the assistance of highly qualified consultants, RTFH put in place the first phase of a region-wide CES built on national best practices. Established [CES Policies and Procedures](#) provide detailed information about the CES and guide system implementation.

CES is organized as a “no wrong door” model meaning there are multiple ways to access CES. People can call 2-1-1 or visit designated access sites operated by community providers. The list of access sites is located on our [website](#) and can also be obtained from 2-1-1. Integration of street outreach and system diversion are also critical to an effective CES. RTFH has engaged with service providers and facilitates intensive street outreach and diversion training to develop a more efficient system for coordinating access for people experiencing homelessness. Service providers engage first in diversion, helping to

explore all options for the people they are working with. Service providers also utilize a combination of assessment tools located within the Homeless Management Information System (HMIS), including a triage tool and the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). Over repeated engagements, more information about needs, vulnerabilities, strengths, and options are gathered to determine if CES is appropriate to support the individual/family in resolving their homelessness.

c. How are people referred to available housing through CES?

All access sites use the same assessment tool, data collection forms, policies on eligibility verification and referral/information sharing system. The VI-SPDAT combined with the community priorities outlined in the Standards, inform prioritization. This information is then used by the CES staff to place literally homeless people into a prioritized pool to be matched to a housing intervention. Currently, the available housing interventions that are receiving referrals through CES are CoC-funded Rapid Re-Housing (RRH), Permanent Supportive Housing (PSH), Supportive Services for Veteran Families (SSVF) and Veterans Affairs Supportive Housing (VASH). Joint Transitional Housing (TH)/RRH are in the process of being integrated into CES. Service providers of RRH and PSH are required to receive clients via CES. When a service provider has housing available, they inform RTFH CES staff, who then match the available housing to the prioritized individual or family, using what is called a by name list (BNL). The BNL is a real-time, up-to-date list of people experiencing homelessness which can be filtered by categories, and shared across agencies. This list is generated with data from outreach, HMIS, and community providers working with the specific homeless subpopulation. RTFH staff and service providers engage in weekly case conferencing and use a person-centered approach when reviewing the BNL and available housing resources to ensure successful coordination.

2. How do you promote the utilization of your CES? Specifically:

a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?

Because RTFH is not a direct service provider, the role of RTFH is to engage with direct service providers and other stakeholders to consistently message how individuals and families experiencing homelessness can connect with CES. RTFH collaborates with and supports our partners at 2-1-1 and designated access sites, to work toward consistent messaging efforts when people call for services. RTFH has formal Memorandums of Understanding (MOU) with providers who serve as an access site in support of the “no wrong door” approach. The MOU includes an agreement of standard messaging and processes. To support this alignment among providers, RTFH provides mandatory training to providers before they can access CES in HMIS.

Again, a key component to the utilization of CES is street outreach. RTFH has contracted with a nationally recognized expert to work with providers, other stakeholders, and individuals with lived experience to develop a more efficient system to access services. This includes intensive street outreach and diversion training and developing a set of Street

Outreach Standards that provides a set of practices the community uses when engaging with people experiencing homelessness. The Street Outreach Standards are currently being vetted by our partners and will be published in early 2020.

b. What is the grievance or appeal process for customers?

RTFH has [CES](#) Policies and Procedures that include a Grievance Policy. The Grievance Policy states the following:

Client concerns and grievances should be resolved promptly and fairly. Grievances about experience(s) with homeless housing programs should be directed to the program and follow the grievance policies and procedures of that organization. Agencies should maintain internal documentation of all complaints received. Grievances about CES policies and procedures or a participating program's screening or program participation practices which appear to have a discriminatory impact should be directed to the Regional Task Force on the Homeless. A first-person written and/or documented complaint will be considered a grievance. A verbal, secondhand or hearsay complaint will be considered a complaint. Each situation will be treated seriously and with sensitivity, and will be documented for the record with date, time, program name, and nature of the complaint, as well as with any action taken towards resolution. All complaints or grievances involving vulnerable adults or children will be immediately turned over to the appropriate authorities.

c. How do you provide culturally responsive services to people experiencing homelessness?

A culturally responsive system is a system that in its delivery of services, respects the diversity of the population through being person-centered and strength-based. Services must be accessible, effective, and appropriate for the needs of that individual. Having standards of practice on things like outreach and engagement, delivery of service, and accountability move communities toward being culturally responsive. It also involves analyzing the systems' data to look at who enters the system, who is getting what type of housing resources (shelter, transitional, permanent housing) and who returns to homelessness. RTFH and the community have begun to take steps toward being more culturally responsive to people experiencing homelessness. RTFH is developing a set of dashboards that will be released in early 2020, that provides necessary data to understand who is entering into homelessness, which results in data informed decision making around services and systems. RTFH also collaborates with providers and stakeholders to convene focus groups with people experiencing homelessness to provide their personal stories on their causes of homelessness, their experience with the homelessness crisis response system, and what is needed to have a more culturally responsive system. Significant work has been done with our youth population via the Youth Action Board (YAB) to understand what it means to have a system that is culturally responsive. The San Diego County Coordinated Community Plan to End Youth Homelessness ([CCP](#)) was published in 2019 and is a framework to provide a system of support that meets the needs of youth. The development of this plan included youth with lived experience, providers, local government, national experts, and a multitude of stakeholders. San Diego is committed to

establishing ongoing training and technical assistance opportunities to providers and other system partners to build a common understanding of these principles and strengthen the sector's capacity to deliver services that put these principles into practice. The long-term goal is to apply this framework and practice not only to youth, but the entire crisis response system.

3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

An unintended consequence of the initial implementation of CES in the community was the primary focus being on the housing resources and not on the individuals and families experiencing homelessness. The CES is designed to “assess and wait”, which means that once a person is assessed, they don't always stay engaged in services, they simply wait for a housing resource. To make San Diego's CES more effective, we need to move toward an “engage, prioritize, and house” approach that identifies the highest priority unsheltered people and expedites their movement into housing. RTFH has been working closely with the United States Housing and Urban Development (HUD) technical assistant consultants to re-orient CES. This included a 3-day training to support services providers in being more transparent, engaged, and effective when looking at paths to housing resources. An additional need to improve the effectiveness of CES is to expand the programs participating in CES to include Emergency Shelters (ES), Transitional Housing (TH), and non-CoC funded RRH and PSH.

RTFH has retained the expertise of nationally recognized consultants and HUD TA to support the community to mitigate the challenges with CES and strengthen the relationships among providers and people experiencing homelessness. Ongoing activities initiated in this last year, include:

- Re-structuring the region's outreach activities to be more housing-focused, so that outreach team contacts with unsheltered people are oriented toward finding housing solutions, not just offering services, and outreach contacts are entered into HMIS;
- Training outreach workers and housing navigators in housing problem-solving/diversion through learning collaboratives;
- Integrating outreach, diversion/housing problem-solving and housing navigation into a single coordinated entry function to simplify the work flow and ensure that each person who touches CES has a pathway to securing housing that is more than being placed on a waiting list;
- Refining the prioritization policy and developing an active, by name list (BNL) of high-priority unsheltered, chronically homeless persons who are currently living outside and have been engaged about a housing solution;
- Re-working eligibility criteria and processes for both RRH and PSH so that those prioritized by CES have priority access to these housing resources;
- Expanding resources for housing problem-solving and navigation functions; and
- Establishing a systematized policy for allocating available housing resources.

Plan for 2020

- Continue initiated activities;
- Expand CES to include Emergency Shelters, Transitional Housing, and non-CoC funded rapid rehousing and permanent supportive housing;
- Improve the utilization of the BNL, by managing a static list, which works to connect the clients to housing resources and then replenishes the list as individuals or families are housed; and
- Generating BNL's that identify sub-populations, including Veterans, chronically homeless, youth, families, and aging.

B. Prioritization Criteria

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction, pursuant to 24CFR 578.7(a)(8)?

CES refers people experiencing homelessness to housing based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely and consistent manner. Housing priority is determined according to the Service Entry Priorities outlined in the CoC Community Standards, as below:

Chronically homeless individuals, youth and families with:

1. The longest history of experiencing homelessness and the most needs
2. The longest history of experiencing homelessness
3. The most needs, particularly mental illness or substance use disorder
4. All other: Non-Chronically homeless individuals, youth and families

RTFH further defines "those with the most needs," as households with a diagnosed serious mental illness, substance use disorder, children under the age of four, or adults with a documented qualifying medical condition (including terminal illness; condition requiring the use of substantial medical equipment, such as an oxygen tank or kidney dialysis machine).

In order to determine service need, RTFH uses a scoring range, based on the VISPDAT assessment, to recommend the most appropriate housing intervention for a client.

Additionally, the Standards include a specific policy to guide the operation of CES on how the system addresses the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. When a homeless household is identified by CES to need domestic violence services, that household is referred to the appropriate domestic violence hotline immediately. If the household does not wish to seek domestic violence specific services, the household has full access to the CES, in accordance with all protocols described in the CES policies and procedures. If the domestic violence provider the client is referred to determines that the household is either not eligible for, or cannot be accommodated by the domestic violence specific system, the provider will refer the client to an Access Point for assessment in accordance with all protocols described in the CES policies and procedures. The coordinated entry process shall not impede access to emergency services and shall allow emergency services

to operate with as few barriers to entry as possible. Clients seeking domestic violence shelter shall be able to access emergency services independent of the operating hours of the CES intake, assessment processes, and matching process.

RTFH strives to forge strong collaboration with our community partners and recognizes that their input is invaluable to the development of a comprehensive and coordinated effort in ending homelessness for all individuals, families, and special populations. The RTFH and our community partners are currently in development of more comprehensive policies and procedures on how to incorporate victims of domestic violence into CES with safety and confidentiality as the foundation. RTFH continues to work with domestic violence service providers within the San Diego region, in accordance with HUD requirements, and through recommendations from the Standards. The RTFH has done the following to meet both HUD guidelines and the needs of the community:

- Requested input from domestic violence service providers through community meetings, conference calls, and one-on-one visits
- Consultation with HUD technical assistance, experts within the community, and other CoC's.
- Attendance of National trainings

The RTFH is continuing these efforts by working with DV service providers within the San Diego region, in accordance with HUD requirements, and through recommendations from the Community Standards. Once a comprehensive plan is developed, this policy and procedures document will be amended to reflect any ongoing changes.

C. Coordination of Regional Needs

1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

RTFH, the City of San Diego, the San Diego Housing Commission (SDHC), and the County of San Diego, are key partners in addressing the region's immediate homelessness challenges. There is a recognition that understanding our roles and responsibilities to ending homelessness in our region is critical. Our key partners and stakeholders have spent several years working collectively on policy, city and community plans, and various initiatives.

Current roles and responsibilities include:

City Council/Housing Authority: Provides budget authority and policy direction as a means to oversee City and SDHC activities; approves contracts; seeds innovative practices by funding pilot programs.

City of San Diego (Office of the Mayor): Develops and executes City homeless policy; issues RFPs and administers City funding allocated to SDHC and other contractors; administers federal funding (e.g. CDBG); represents the Mayor and addresses constituent or political concerns; prepares City housing and homelessness related budget and legislative recommendations; coordinates City departments to meet Mayoral direction and implement policy goals, including

the identification and maintenance of City property for homeless use; coordinates with County, State and other key partners.

San Diego Housing Commission: Creates low-income and supportive housing; administers, monitors and oversees programs funded by the City, SDHC and other sources; provides direct services through prevention and diversion, rapid rehousing and landlord engagement programs; coordinates with the City and the CoC; implements SDHC's HOUSING FIRST - SAN DIEGO plan; partners with RTFH to further policy, instill best practice and strengthen capacity of the provider network through training and technical assistance; develops, recommends and implements policy.

Regional Task Force on the Homeless: Coordinates activities, policies and priorities between the 18 jurisdictions within the CoC; acts as the Lead Agency for the CoC (including submission of the HUD CoC application and ensuring adherence to all HUD requirements); administers other state and federal funding; implements the Youth Homelessness Demonstration Program; provides training to providers; administers HMIS and Coordinated Entry; conducts HUD required activities such as the point-in-time count, system performance review and housing inventory tracking.

The County of San Diego: County of San Diego reorganized its system and fully integrated health, human services and housing, which will further support the County's efforts to address the needs of vulnerable residents, particularly homeless people with severe mental illnesses. The County of San Diego (COSD) Health and Human Services Agency (HHSA) provides vital health and social services to over 3.3 million residents across 18 cities, 18 federally recognized tribal reservations, 16 major naval and military installations, and 64 unincorporated areas.

2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

RTFH is an integrated array of stakeholders committed to preventing and alleviating homelessness in San Diego. RTFH is the homeless policy expert and lead coordinator for the introduction of new models and implementation of best practices for the San Diego Region. RTFH is also responsible for providing essential data and insights on the issue of homelessness, informing policy and driving system design and performance. HHAP funds will be used to support the ongoing efforts of HEAP and YHDP, and additional funding gaps identified during community engagement sessions. The funding priorities identified through stakeholder engagement over the last 18 months, are consistent with best practices and include prevention and diversion, street outreach, housing navigation, and a flexible housing pool.

D. Creating Sustainable, Long Term Housing Solutions

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

RTFH, the City of San Diego, the San Diego Housing Commission (SDHC), and the County of San Diego are committed to working together to create sustainable, long-term housing solutions for people experiencing homelessness. This partnership is addressed in the City of San Diego's Community Action Plan on Ending Homeless, which also identifies the housing inventory that is needed. With input from the City, SDHC, and RTFH, estimates for the projections of housing include 50% of units be new construction, 30% of units be rehabilitation and 20% of units to be leased in the private rental market.

In recent years the City of San Diego has made progress on key foundational issues, including the development of over 7,600 new housing opportunities through a range of interventions for people experiencing or at-risk of homelessness, 674 new Bridge Shelter beds, an expansion of its Safe Parking program, and implementation of a storage warehouse for people experiencing homelessness.

Several other positive actions that complement the vision outlined in this plan are already underway or planned in San Diego, including:

- RTFH released a Request For Proposal for a Flexible Housing Pool which will work toward securing units in the private rental market, as mentioned above. The Flexible Housing Pool will look to be a long-term sustainable housing solution. The initial funds to support this program are \$1.8 million dollars in HEAP funds from RTFH, CESH funds from the County of San Diego, and additional funds from the City of San Diego, Funders Together, and philanthropic partners.
- RTFH's implementation of San Diego's Youth Homelessness Demonstration Program (YHDP).
- SDHC has reached out to the National Alliance to End Homelessness and their partners at OrgCode to conduct housing-focused shelter training across the system, and to develop a curriculum for long-term use within the community.
- RTFH has engaged a consultant to assist with the necessary review and revision of the CoC's Rapid Rehousing Programs. As detailed in the engagement portion of this report, Rapid Rehousing is often an intervention offered to highly vulnerable people without flexibility in terms of the length of rental assistance and/or intensity of services. Increasing flexibility of this program to meet the needs of a higher-need population is key to making progress in several areas detailed in this report.
- RTFH is continuing to update the HMIS data system to improve the ability to utilize homeless system data, including hiring Simtech Solutions to provide technical expertise and support, the addition of a data warehouse, and finalizing geographic-area filters on current HMIS dashboards so that City-specific data can easily be pulled for review. Utilizing HMIS data, SDHC developed Data Dashboards that track all main City and SDHC investments in homeless housing and services programs on a monthly basis, including inflow and outflow tracking and movement within the system.
- Ongoing partnership with the Veteran's Village of San Diego (SSVF) to address the lack of housing and unused VASH vouchers.

3. RESOURCES ADDRESSING HOMELESSNESS

A. Existing Programs and Resources

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations. This list should include (where applicable), but not be limited to, Federal Funding, State Funding, and Local Funding.

Table A includes the total funding RTFH is currently responsible for, either as a “pass-through” or as a funder; Table B includes the total HEAP funds awarded; Table C includes the total HEAP Homeless Youth Set-Aside funds awarded; and Table D includes the total YHDP funds awarded.

Table A

FUNDING SOURCE	AMOUNT
Federal Funding	
Continuum of Care	\$ 21,394,691.00
Youth Homeless Demonstration Program	\$ 7,939,097.00
State Funding	
HEAP	\$ 18,821,668.48
Total Funding	\$ 48,155,456.48

Table B

HEAP ELIGIBLE USES	TOTAL FUNDS AWARDED	TOTAL PERCENTAGE
SERVICES-TOTAL AWARDED	\$15,508,902.00	
Outreach	\$4,599,420.00	24%
Rapid Rehousing	\$1,610,516.00	9%
Prevention and Diversion	\$5,602,360.00	30%
Housing Navigation	1,569,744.00	8%
Flexible Housing Pool	\$1,500,000.00	8%
Other: Safe Parking	\$626,862.00	3%
CAPITAL IMPROVEMENTS	\$99,659.00	1%
OTHER: HEAP Program Implementation	\$305,354.06	2%
ADMINISTRATIVE	\$941,083.42	5%
HOMELESS YOUTH SET-ASIDE	\$1,966,670.00	10%
TOTAL HEAP ALLOCATION	\$18,821,668.48	

Table C

HEAP HOMELESS YOUTH SET-ASIDE		
HEAP ELIGIBLE USES	TOTAL FUNDS AWARDED	TOTAL PERCENTAGE
SERVICES		
Outreach	\$278,366	1%
Rapid Rehousing	\$475,430.00	3%
Prevention and Diversion	\$965,000.00	5%
Housing Navigation	\$247,874.00	1%
HOMELESS YOUTH SET-ASIDE	\$1,966,670.00	

Table D

Youth Homeless Demonstration Program (YHDP)		
YHDP ELIGIBLE USES	TOTAL FUNDS AWARDED	TOTAL PERCENTAGE
Host Homes	\$319,931.00	5%
Transitional Housing/Rapid Rehousing	\$4,209,748.00	60%
Prevention and Diversion	\$1,202,729.00	17%
Housing Navigation	\$1,240,914.00	18%
Admin/Planning/HMIS/CES	\$965,775.00	
TOTAL AWARDED	\$7,939,097.00	

**percentage is based on the total awarded to providers (\$6,973,322.00). **

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

Resources dedicated to homelessness throughout San Diego include a system of Federal, State, City, and County funds, along with private funding through local foundations and businesses. Allocations are received and administered by various partners within the system and are dependent on who is eligible to administer the funds. The San Diego Housing Commission administers the most funding for this purpose within the City boundaries, followed by the RTFH and the City itself. The County of San Diego administers additional funds for supportive services and housing.

Funding information provided by the City reports that currently, approximately \$117 million per year is spent by key partners on homeless-dedicated projects in the City. It should be noted that this includes one-time funding sources; does not account for County funds spent inside of the City of San Diego; and is not inclusive of funding for related supportive services to addressing homelessness, like sanitation, public works, etc. This data also does not reflect private donations or fundraising at the provider level to fund programs and services.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

The complexity of the funding streams demonstrates the need for a centralized and coordinated process to track and allocate these resources, so that gaps can be identified over time and new resources directed toward needed interventions. Currently RTFH directly oversees the allocation of Continuum of Care (CoC) funds, which represent only a portion of the overall system. While the City, County and private funders sit at the RTFH table, this alone is not sufficient to ensure that these public and private funding streams will all be coordinated and working to a common set of objectives. Additional gaps are included in Section D regarding long-term housing solutions.

B. HHAP Funding Plans

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

In 2018, RTFH was awarded HEAP funds and a HUD Youth Homeless Demonstration Program (YHDP) grant. RTFH hosted stakeholder engagement sessions to support San Diego County in determining the funding priorities for HEAP and YHDP. RTFH intends to use HHAP funds to support the ongoing efforts of HEAP, YHDP, and additional funding gaps identified during stakeholder engagement sessions. Evaluating the impacts of HEAP and YHDP and reviewing this with stakeholders is critical when determining what funding priorities will be recommended for HHAP funds. This process has not occurred yet, and continued collaborative engagement with city and county partners, youth, advocates, people with lived experience, and other stakeholders must take place to ensure funding priorities are data-driven, and align with San Diego's CCP to End Youth Homelessness, the City of San Diego's Community Action Plan to End Homelessness and RTFH's Regional Plan. RTFH is also committed to continued prioritization of regional distribution of funds. Once funding priorities are determined, RTFH will release a Request For Proposal to select projects to be funded by HHAP. The budget will then be updated and forwarded to the RTFH Board for approval. RTFH will follow HCFC's process which allows for HHAP budgets to be amended to accurately reflect the final projects to be funded.

RTFH funded HEAP projects that were consistent with funding priorities and best practices, including prevention and diversion, street outreach, housing navigation, and a flexible housing pool. Prevention and diversion are critical to addressing the inflow into homelessness. 30% of HEAP funds were used to establish Prevention and Diversion as a new priority for the region. HEAP also helped to facilitate a dialogue between community service providers with the goal of developing a systems level approach to prevention. Both HEAP funded service providers and non-HEAP prevention program providers worked to develop a Prevention Triage Tool that can be used by all Prevention Programs in the region. This tool is being integrated into the Community Information Exchange (CIE) operated by 2-1-1.

In assessing the outreach services in the San Diego region, it was determined that outreach services were extremely targeted and limited in their frequency. It was clear that our region had an urgent need for street outreach to occur at least 5 days week and that outreach services target all unsheltered individuals and families. Prior to HEAP funding, law enforcement provided the majority of outreach in the region, with agencies providing program specific outreach, also known as "in-reach". For example, a provider would only work with clients that were identified as high utilizers of emergency services and diagnosed with a severe mental illness. If the individual did not meet these criteria, then outreach and case management services were not provided by that agency. This meant that an overwhelming number of people were not receiving outreach services. Part of this work also includes the coordination of outreach activities to limit the duplication of effort and overlapping of services areas. RTFH has invested in the engagement of our high unsheltered population by using 24% of HEAP funds to expand street outreach activities across all regions.

Expanding Housing Navigation services to allow for earlier interventions and access to flexible funding was an additional need identified during the engagement sessions. RTFH awarded 8% of HEAP funds toward Housing Navigation. Again, the flexibility of HEAP funding allowed RTFH to

fund programs and services across all regions and serve individuals and families that may not be eligible for other program specific funding.

Like other communities, the County of San Diego has a competitive housing market which can make it challenging for people experiencing homelessness to secure and retain housing. After researching best-practices and consulting with local, state, and federal experts, RTFH will contract with a third-party entity to manage a Flexible Housing Pool (FHP) and has dedicated \$1,500,000.00 (8%) of HEAP funds toward the FHP. This entity will be charged with engaging with property owners and landlords to secure units in the private rental market as they become available. They will also maintain a centralized housing inventory that homeless service providers will then be able access and locate available housing for program participants. This aligns with the City's plan to access more units in the private market while additional units are built.

RTFH awarded 9% of HEAP funding toward Rapid Rehousing (RRH). Rapid-Rehousing is typically a 24-month program and many providers determined it would be challenging to engage in RRH due to HEAP funds needing to be fully expended by June 30, 2021. This resulted in a smaller percentage of funding for RRH. However, the FHP and other flexible funds are providing aid with deposits, move-in costs, short-term rental assistance, and/or shallow subsidies.

RTFH awarded 10% of HEAP funds to support services specific to homeless youth, which exceeds the mandated 5%. With the focus on youth, HEAP funds provided additional opportunities for RTFH to elevate our community outreach and engagement with youth, advocates, and other stakeholders when determining how to use HEAP funds. Youth specific needs were identified through this process, and included housing stability, lack of adequate education, lack of employment and job training, problems with physical health, behavioral health and general well-being, lack of access to healthcare, justice system involvement, and lack of social connections. The CCP to End Youth Homelessness outlines strategies that will move the CoC forward in creating appropriate system capacity and full implementation of a youth coordinated entry system. The YHDP funding, supports a wide range of programs, including rapid rehousing, transitional housing, host homes; while emphasizing prevention and diversion. The HEAP funding aligns with the CCP and YHDP and provides additional funding for Prevention and Diversion, Youth Housing Navigation, Rapid Rehousing and Host Homes, specifically targeted to address the needs of youth.

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

Housing first is addressed in the Standards established by RTFH. Agencies receiving HEAP funds, HHAP funds, or CoC funds, must adhere to Housing First principles. Housing First Standards for Agencies, ensure the following:

1. The agency verbally explains program eligibility criteria, which align with the Housing First philosophy, to participants.
2. Their project(s) has admission/tenant screening and selection practices that promote the acceptance of applicants, regardless of their sobriety, use of substances, criminal history, completion of treatment, or participation in service.

3. The project accepts participants who are diagnosed with or show symptoms of a mental illness.
4. The project has and follows a written policy that does the following:
 - States that taking psychiatric medication and/or treatment compliance for mental illness is not a requirement for entry into or continued participation in the project.
 - States that sobriety and/or treatment compliance for substance use disorders is not a requirement for entry into or continued participation in the project, unless the project is specifically a substance abuse treatment facility.
 - Provides harm-reduction services that are readily available and engaging.
 - Accepts participants without regard to any previous criminal history that is not relevant to participation in the program, and accepts participants regardless of criminal convictions, unless there is serious concern for the safety of other residents in a site-based project.
 - Does not reject participants based on prior rental history or past evictions.
 - Accepts participants into the project regardless of lack of financial means.
 - Accepts participants into the project regardless of past non-violent rule infractions within the agency's own program and/or in other previous housing.
5. The project agrees to allow participants to remain in the project if they require an absence of less than 90 days due to the reasons outlined below, unless otherwise prohibited by law or funder policy:
 - Substance use treatment intervention
 - Mental health treatment intervention
 - Hospitalization and short-term rehabilitation
 - Incarceration
 - Other service-related reason approved by an agency supervisor

4. PARTNERS ADDRESSING HOMELESSNESS

A. Collaborating Partner Efforts

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

HEAP funding catalyzed community collaboration through dialogue between community organizations who work on different components of San Diego's homeless crisis response system. Conversations between diverse partners around a common goal has unearthed new ways of delivering services. Organizations have worked hard to bring their services together and RTFH is committed to continuing this collaboration. RTFH plans to host multiple information sessions with local government agencies, service providers, advocates, people with lived experience, community members, and other stakeholders to identify gaps and determine how HHAP funds could be used to meet these needs.

RTFH has been working with San Diego partners on multiple initiatives to ensure this level of collaboration is integrated into our homeless crisis response system. A collection of guidelines and standards have been established this year including the Unsheltered Policy Guidelines, which provides overall guidance on a shared vision and approach for San Diego County, including all 18

cities and the unincorporated areas, for addressing the needs of individuals experiencing unsheltered homelessness, including those living in vehicles, and those residing in encampments. The Unsheltered Policy Guidelines document was developed based on local input, best practices from other communities and guidance from HUD TA and United States Interagency Council on Homelessness (USICH) staff.

We have also started Communities of Practice where practitioners and national experts come together to contribute experiences and best practices to implement strategies tailored to address San Diego’s needs. These Communities of Practice include the Rapid Rehousing Learning Collaborative, Outreach and Diversion. These Communities of Practice offer structured training opportunities as well as collaborative engagement between service providers to implement evidence based best practices in their programs.

Lastly, RTFH has a 31-member board, including city and county leaders, law enforcement, community providers, youth providers, advocates, philanthropists, and several individuals with lived experience. We also have a large membership that includes healthcare organizations, workforce development, education partners, and a multitude of other critical partners. Membership Organizations Include the following as of August 2019:

2-1-1 San Diego	Aetna Better Health of California	Alpha Project
Anthem Real Estate Ventures, Inc.	BFT Equity Partners/ Karen Brailean	Public Consulting Group/Carmen Torres
Chicano Federation of San Diego County, Inc.	City of Carlsbad	City of El Cajon
City of Escondido	City of La Mesa	City of Oceanside Housing Authority
City of San Diego	City of San Diego City Councilmember, District 3	City of Santee
City of Vista	Community Housing Works	Community Resource Center
Community Through Hope	Cornerstone Transitional Housing	County of SD Housing and Community Development Services
Crisis House	Downtown San Diego Partnership Clean and Safe Program	Ellis & Associates, LLC
Funders Together to End Homelessness San Diego	Homestart, Inc.	Hospital Association of San Diego and Imperial Counties
Housing Innovation Partners	Interfaith Shelter Network of San Diego	Jewish Family Services of San Diego
Just in Time for Foster Youth	Ladies Fellowship-First Presbyterian Church of San Diego	Mental Health Systems
National Alliance on Mental Illness	Neighborhood House Association	Corporation
People Assisting the Homeless (PATH)	Point Loma Nazarene University	Presbyterian Urban Ministries
San Diego Asian Americans for Equality Foundation	SD Housing Commission	SD LGBT Community Center
SD Police Department	SD Workforce Partnership	SD Youth Services
Scripps Health/Scripps Mercy Hospital	South Bay Community Services	The Salvation Army
Townpeople	United Way of SD	Uplift
Urban Street Angels	Vietnam Veterans of San Diego dba Veterans Village of SD	Wakeland Housing and Development Corporation
YMCA of San Diego County		

2. Describe any barriers that you experience in partnering, and how you plan to address them.

Over the past several years, the community has taken significant steps to create a coordinated, regional leadership and governance structure and has begun to discuss how to improve partnerships and better align funding processes. The City's Plan identifies multiple systemic challenges, like the lack of trust between and across stakeholders in the system; that assistance is not consistently designed to be client centered and grounded in best practices like trauma-informed care and harm reduction; that people with lived experience and the staff who serve them generally feel like their opinions and expertise are not valued; and that communication up and down the system is passive and inconsistent. A great deal of work has been done to address these challenges, however, the system's leadership must continue to work toward shared goals and objectives, as well as a shared set of implementation strategies.

Key pieces already in place include:

- Regional Task Force on the Homeless (RTFH) – As a result of the merger with the Regional Continuum of Care Council (RCCC), the RTFH assumed the role of the system coordinator – bringing together stakeholders from all key sectors (public, private, nonprofit) and geographic areas of the community to oversee system planning and implementation efforts. The naming of two elected leaders as the Chair and Vice Chair –City of San Diego Councilmember Chris Ward and San Diego Board of Supervisor Nathan Fletcher, respectively– is a key step to integrating the work of the RTFH with the City and County of San Diego.
- The City and County elected leaders and staff have been meeting regularly with each other and with RTFH staff to discuss regional solutions and coordinate City/County programs and initiatives.
- The San Diego City Council convened a Select Committee on Homelessness to refine the City's homelessness strategy and published the City of San Diego's Community Action Plan to Address Homelessness.
- Local, private, and public funders have joined together under the umbrella of a San Diego chapter of Funders Together to End Homelessness (FTEH), which is represented on the RTFH board.
- Collaborative groups representing specific sub-regions of the County are working to coordinate among the smaller cities and jurisdictions, including the Alliance for Regional Solutions, East County Homeless Collaborative, and El Cajon Collaborative.
- The business community has become engaged in this issue, and some business leaders have been meeting regularly, both privately and as members of the FTEH Board of Directors to address homelessness and support work that will be impactful.

The City's plan identifies important roles for other community stakeholders. RTFH agrees that these partnerships are critical to addressing homelessness in San Diego.

Private sector funders, including foundations and businesses, will need to work with public sector partners to align policy and ensure that private and public sector funds are working in concert with each other within the community. This sector can also seed innovation where it is needed, and help to identify promising practices for the public sector for scaling.

The County of San Diego is critical to the City's work on homelessness, and therefore must be responsive to the needs outlined in this plan regarding resources they control. The County must work collaboratively with the City of San Diego to improve service delivery and access mainstream systems located within the County.

People with Lived Experience must continue to provide their expertise to system leaders so that the system meets its goal of being client-centered and effective. All parties should be provided with appropriate training and team-building opportunities in order to maximize these relationships.

Homeless Service Providers must continue to provide excellent housing and service options to people experiencing homelessness, provide valuable input and insight to leadership, help find solutions to challenges as they appear, and transition to system-level thinking. Some providers may need to expand some of their interventions while others may need to transition to models that are more needed in the community.

Community Advocates should continue to hold leadership accountable for commitments made as part of this plan, while allowing for errors so long as they were in good faith. Community advocates should also commit to promoting increased resources at every opportunity.

An additional area of focus in building partnerships is focused efforts to engage and involve smaller cities and more rural areas of the County. While the smaller cities and more rural areas are represented to some degree on the RTFH board, there is significant work to be done to engage their community leadership and stakeholders and craft strategies to integrate their work into the broader regional system. These communities have somewhat smaller homeless populations, but also less access to resources to address the problem. Some are understandably beginning to devise their own separate initiatives and approaches, but these will be more effective and yield better results throughout the county if they are coordinated with the broader regional system as it develops.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

Based on preliminary data and funding priorities the following measurable goals have been established. However, this may need to be updated should HHAP funding priorities change.

1. Decrease the percent of our jurisdictions total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
2. Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2000 households from 2018).
3. Increase the percent of successful shelter exits into permanent housing by five percentage points annually (baseline of 60%).



HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:

COC-601

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

Regional Task Force on The Homeless

Total Redirected Funding

\$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ 246,024.05	\$ 492,048.06	\$ 492,048.06	\$ 246,024.05	\$ 1,476,144.22
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ -	\$ 245,296.90	\$ 596,364.30	\$ 596,364.30	\$ 245,296.90	\$ 1,683,322.40
Outreach and Coordination (including employment)	\$ -	\$ 559,668.71	\$ 1,119,337.44	\$ 1,119,337.44	\$ 559,668.71	\$ 3,358,012.30
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ 496,364.30	\$ 992,728.58	\$ 992,728.58	\$ 496,364.30	\$ 2,978,185.76
New Navigation Centers and Emergency Shelters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 107,526.40	\$ 539,526.40
Administrative (up to 7%)	\$ 100,000.00	\$ 163,834.24	\$ 163,834.24	\$ 163,834.24	\$ 163,834.24	\$ 755,336.96
TOTAL FUNDING ALLOCATION						\$ 10,790,528.04
Youth Set-Aside (at least 8%)	\$ -	\$ 143,873.72	\$ 287,747.40	\$ 287,747.40	\$ 143,873.72	\$ 863,242.24

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL



GREG COX
CHAIRMAN

San Diego County Board of Supervisors

February 13, 2020

Business, Consumer Services and Housing Agency
California Homeless Coordinating and Financing Council
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

To Whom It May Concern:

On behalf of the County of San Diego (County), I am pleased to provide this letter of support for the Regional Task Force on the Homeless (RTFH)'s Homeless Housing, Assistance and Prevention (HHAP) application. As the lead applicant for the San Diego region, the County is committed to partnering with the City of San Diego and RTFH to leverage resources, strategize, and collaborate in order to prevent, reduce, and end homelessness in San Diego County. The HHAP funding opportunity allows us to further our collective impact to address homelessness in our region.

RTFH, the City of San Diego, the San Diego Housing Commission (SDHC), and the County are key partners in addressing the region's immediate homelessness challenges. Our partners and stakeholders have spent several years working collectively on policy, city and community plans, and various initiatives. Since the creation of the HHAP program, we have been meeting regularly to focus on our planning efforts around HHAP funds. There is consensus and agreement to continue to collaborate, coordinate, and align funds where feasible, and continue to meet regularly.

The RTFH plans to use HHAP funds to identify funding priorities based on the effectiveness of programs funded by the Homeless Emergency Aid Program (HEAP) and the Youth Homeless Demonstration Program (YHDP). The County is appreciative that the RTFH is expanding its services for the homeless with this funding. The County will continue to participate with RTFH in its planning efforts over time.

These efforts align with *Live Well San Diego*, the County's vision for a region that is building better health, living safely, and thriving (www.LiveWellSD.org). If you have any questions, please contact Omar Passons, Director of the County Health and Human Services Agency, Integrative Services, at (619) 515-6923, or via e-mail at Omar.Passons@sdcounty.ca.gov.

Sincerely,

A handwritten signature in black ink that reads "Greg Cox".

GREG COX

Chairman

San Diego County Board of Supervisors

c: Nathan Fletcher, County Supervisor, District 4 and Vice-Chair, RTFH

February 6, 2020

To Whom It May Concern:

I am writing in support of the Regional Task Force on the Homeless (RTFH) Homeless, Housing, Assistance and Prevention (HHAP) application. As the lead applicant for the City of San Diego, the City is committed to partnering with the County of San Diego and RTFH to leverage resources, strategize and collaborate in order to prevent, reduce, and end homelessness in San Diego county.

RTFH, the City of San Diego, the San Diego Housing Commission (SDHC), and the County of San Diego, are key partners in addressing the region's immediate homelessness challenges. There is a recognition that understanding our roles and responsibilities to ending homelessness in our region is critical. Our key partners and stakeholders have spent several years working collectively on policy, city and community plans, and various initiatives. Since the release of the HHAP program, we have been meeting regularly to focus on our planning efforts around HHAP funds. We acknowledge the roles and responsibilities of each applicant, we have reviewed the narrative portion of the application and provided each other with the necessary information to complete the application, and we have shared what we anticipate our funding priorities will be. There is consensus and agreement to continue to collaborate, coordinate, and align funds where feasible.

We acknowledge that RTFH plans to do the following:

1. Identify funding priorities based on the effectiveness of programs funded by the Homeless Emergency Aid Program (HEAP) and the Youth Homeless Demonstration Program (YHDP).
2. Convene meetings with stakeholders to identify additional funding priorities.
3. Coordinate with the City of San Diego, SDHC, and the County of San Diego on an on-going basis to identify funding gaps and determine if HHAP funds are an appropriate use to meet the identified needs.
4. Begin awarding funds in June 2021, to align with the completion of HEAP funding.

We look forward to our continued work to strengthen the systems serving people experiencing homelessness in San Diego.

Sincerely,



Keely Halsey
Chief of Homelessness Strategies & Housing Liaison
City of San Diego