



# Homeless Housing, Assistance and Prevention (HHAP) Grant Program

## Submission ID NOFA-HHAP00033

### Applicant Information

Eligible Applicant Name:

Eligible Applicant Name Response: San Diego City and County CoC

Eligible Applicant Type:

Eligible Applicant Type Response: Continuum of Care

COC Number:

COC Number Response: 601

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Eligible Applicant Phone:

Eligible Applicant Phone Response: (858) 292-7627

Administrative Entity Name and Address:

Administrative Entity Name and Address Response:

San Diego Regional Task Force on the Homeless

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Is This a Government Entity?

Is This a Government Entity Response: No

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## Applicant Redirections?

Applicant Redirections Response:

Applicant Redirections Response: No

## 1. Homelessness Response System Gaps Assessment

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When determining local funding priorities, it is critical to understand the current gaps in the local homelessness response system. Each community faces unique challenges in reducing and ending homelessness, so an assessment of current resources and understanding the needs yet to be fulfilled is critical to ensuring the effective and efficient use of new resources. This can be done in various ways and can include conducting a community needs assessment, holding local public forums, talking with service providers and people experiencing homelessness, and utilizing [HUD's seven system-level performance measures](#) that help communities gauge their progress in preventing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. A narrative description of the most recent assessment process used to determine local gaps in housing services for persons experiencing homelessness in the applicant's community. Information should include but is not limited to:
  - a. How data collection methods were used to determine gaps (ie: HUD's homeless Point-in-Time count, Continuum of Care Housing Inventory Count, Longitudinal Systems Analysis, and Stella tools, HMIS Annual Performance Reports for Emergency Shelter (ES), Transitional Housing (TH), Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH), as well as any recently conducted local needs assessments);

Homelessness Response System Gaps Question 1a - Begin Answer  
The Regional Task Force on the Homeless (RTFH) collects and uses a variety of data to ensure funding decisions are data-driven and address community needs. These include the United States Housing and Urban Development (HUD) mandated Point in Time Count (PITC), the Housing Inventory Count (HIC), and the Annual Homeless Assessment Report (AHAR), now known as the Longitudinal System Analysis (LSA). These methods provide important data to the Continuum of Care (CoC). The PITC and HIC collectively provide information on the minimum prevalence of homelessness on one specific night and the availability of shelter and housing resources. While valuable, the utility of these data collection measures is limited to a one-time picture of prevalence and resources. The LSA, a newly updated annual report, provides a more robust system look and a visual tool, known as "Stella" that helps the CoC to understand how their system is performing and provides data of people entering the system over a two-year period. Also important is the 7 HUD homeless system performance measures to frame the

work and system effectiveness and performance. Allowing for better understanding of gaps and successes. The LSA universe is households, SPM universe is people served. Collectively these strategy and analysis tools help the RTFH understand how San Diego's regional system is performing and model an optimized system that fully addresses homelessness.

Recognizing the various required reports provide different views into the prevalence of homelessness, resources, and system performance, the RTFH launched public facing data dashboards. The dashboards are located on the RTFH website and are updated monthly with data from the Homeless Management Information System's (HMIS) data warehouse. The website also includes a video tutorial on how to use the dashboards and narrative descriptions of each. The establishment of the dashboards provide RTFH, and the community, with powerful, user-friendly tools that provide timely data on the elements contained in the above reports. There are three dashboards: the Community Performance Dashboard, System Performance Dashboard, and the Project Performance Dashboard. The Community Performance Dashboard is used routinely by RTFH and community partners to identify gaps, and can be queried by different date ranges, demographics including race, sub-populations such as Veterans, youth, household type, project type, and geographic areas of San Diego County. The System and Project Performance Dashboards contain a variety of system indicators including the number of people and households served, length of time in programs, housing placements, first time homeless, returns to homelessness, and income and employment outcomes. The Community Performance Dashboard has been used to present public performance and system data in 2020 including regional performance of Street Outreach programs, trends in people becoming homeless for the first time and if COVID-19 is impacting these figures, and further analysis on racial disparities.

Homelessness Response System Gaps Question 1a - End Answer

- b. How people with lived experience of homelessness had ongoing meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they have meaningful opportunities to inform all levels of system planning over time;

Homelessness Response System Gaps Question 1b - Begin Answer  
RTFH strongly values the input of people with lived experience to inform the development and the effectiveness of strategies and approaches used to address homelessness throughout our region. People who are currently or formerly homeless are intentionally

included in all oversight Boards and committees as described below.

RTFH Board of Directors: As a non-profit entity, the RTFH's Board of Directors is responsible for overall oversight of the organization and includes a designated seat for someone who is homeless or formerly homeless.

Continuum of Care Advisory Board: The 31-member collective impact board includes representatives from a variety of sectors, such as elected officials, education, business, homeless service providers, healthcare, faith community, and others. Key to the effectiveness of the Board are the three current members who have lived experience. The Board includes one seat designated for someone who is homeless or formerly homeless, and the three flexible seats are prioritized for people with lived experience. Currently two of the flexible seats are occupied by individuals who have experienced homelessness.

Youth Action Board: The Youth Action Board is comprised of 12 youth and young adults ages 24 and younger who have current or former experiences of homelessness. The Youth Action Board is included in the Continuum of Care (CoC) policy making decisions related to preventing and ending youth homelessness.

Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans: In July 2020, the CoC Board approved the creation of the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. According to the 2020 PITC, Black persons accounted for 21% of the unsheltered population and 30% of the sheltered populations, while only accounting for 5.5% of the general population San Diego County. The purpose of the Ad Hoc Committee is to explore the factors contributing to disparities among Black persons experiencing homelessness, listen and engage in extensive public dialogue with community stakeholders, including individuals with lived experience, and to develop recommendations to the CoC to better address the impacts of systemic racism and its effects within the homeless crisis response system.

General Membership: The General Membership is comprised of homeless service providers, mainstream and safety net organizations, and various stakeholders. The role of the General Membership is to provide input to the overall system to the RTFH. People with lived experience actively participate in the General Membership meetings.

Homelessness Response System Gaps Question 1b - End Answer

- c. How organizations that have historically served communities of color but may not have previously participated formally in the CoC and may not be a part of the homelessness provider community

had meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they will be engaged in system planning over time;

Homelessness Response System Gaps Question 1c - Begin Answer

Given the size and diversity of San Diego County, there are four primary regions, consisting of the North, East, South, and Central areas of the county. Each of the regions use a collective impact approach and have established collaborative structures to address homelessness. RTFH is establishing deep engagement and partnership with the various regional collaborative structures and the leadership of all 18 cities as a mechanism to engage with all of the organizations throughout the county, including entities that historically serve communities of color or other marginalized populations, and various small, grass roots organizations, including those that are not recipients of CoC funding. RTFH will also look to the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans and the Youth Action Board (YAB) for additional recommendations to identify the most appropriate and effective ways to engage with organizations that serve people of color. The RTFH Government Liaison is also working to engage tribal leadership within our region.

Homelessness Response System Gaps Question 1c - End Answer

- d. How gaps were assessed for special populations such as families, youth, victims of domestic violence, seniors, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 1d - Begin Answer

RTFH data dashboards allow for analysis on special populations including veterans, youth, families, and seniors. The RTFH also has separate dashboards specifically for youth that allow users to look at different sub-populations of youth including young families, unaccompanied youth, and specific data on youth such as sexual orientation.

Homelessness Response System Gaps Question 1d - End Answer

- e. How racial or ethnic disparities in the delivery of homeless services were assessed;

Homelessness Response System Gaps Question 1e - Begin Answer

The RTFH completed two CoC Racial Disparity reports in 2018 and 2019. As a result of the report findings, in June 2020 the CoC Board

recommended the formation of an Ad Hoc Committee on Addressing Homelessness Among Black San Diegans which is tasked to return to the Board with system-level recommendations of creating a racially equitable homeless crisis response system (details of the committee are provided in section 6.4). To ensure the Ad Hoc Committee was working from the most current racial disparity data, an analysis was completed using the RTFH's Community Performance Dashboards. The analysis included racial disparities among sub-populations of veterans, youth, families, seniors, and those who are considered homeless for the first time. Access to services, housing placements, and housing retention were also included in the analysis. Information gleaned from the data is being used to help inform the development of the committee's workplan.

Homelessness Response System Gaps Question 1e - End Answer

- f. How frequently gaps assessments are conducted;

Homelessness Response System Gaps Question 1f - Begin Answer In the Fall of 2019 the RTFH released an annual report on the homeless crisis response system that provided an analysis of various system performance measures. Due to COVID-19 there was not an annual report completed in 2020, however the RTFH performed other gaps assessment activities.

In 2020 the RTFH Data Committee completed specific system performance assessments and presentations focused on successful placements from street outreach and people experiencing homelessness for the first time. The RTFH provided a comprehensive report on interim shelter programs, to the regional collaborative structure in North County regarding the interim shelter programs located in that region. The analysis included information on the people who had been served through the shelters, the length of time in them, housing placements, and other information to assist the collaborative in understanding the effectiveness of the existing shelters in the region.

San Diego was one of four sites selected by HUD Office of Policy Development and Research to conduct an assessment of regional efforts to address unsheltered homelessness during COVID-19. RTFH staff worked with researchers to analyze Homeless Management Information System (HMIS) data across different interventions including outreach, shelter, and permanent housing projects. Annual gaps analysis that occur include an overall system gaps analysis that is completed prior to the release of the HUD NOFA. The gaps analysis helps inform the development of CoC priorities within the NOFA. Additionally, San Diego was awarded the largest Youth Homeless Demonstration Project (YHDP) grant from HUD throughout the nation. As part of this comprehensive effort to address youth

homelessness, RTFH is required to conduct an annual assessment of the youth system and efforts to eliminate homelessness among young people, including the number served, outcomes and gaps.  
Homelessness Response System Gaps Question 1f - End Answer

- g. How findings are used to make informed decisions for funding projects within the community; and

Homelessness Response System Gaps Question 1g - Begin Answer  
The RTFH is committed to data-driven funding decisions to determine community need and service effectiveness, as well as provider performance and outcomes. HHAP-2 funding will be distributed based on community input and projects that align with the established funding priorities. Given the extreme impacts of the pandemic, current data available through the Community Dashboard will also be used to inform funding decisions to ensure they are strategically paired with other local, state, and federal funds.

Homelessness Response System Gaps Question 1g - End Answer

- h. How the applicant will conduct ongoing system performance evaluation to ensure the impact of HHAP-2 funds throughout the spending period and determine if adjustments are needed to address gaps in the homelessness response system.

Homelessness Response System Gaps Question 1h - Begin Answer  
The RTFH's Data Committee is responsible for conducting ongoing system performance evaluation and providing performance data to various stakeholders including the CoC Advisory Board and membership. The Committee is in the process of developing a 2021 workplan that delineates the timing and system indicators to be reported throughout the year. The indicators focus on key System Performance Measures, such as the length of time homeless, successful housing placements, returns to homelessness, and first time homeless. The system performance evaluation will also take into consideration system impacts from COVID-19.  
The RTFH has also recently joined the Built For Zero (BFZ) initiative with Community Solutions. The emphasis of the initiative in San Diego is using processes, methodologies, and definitions to reach functional zero for Veteran and Youth homelessness. Community Solutions and Kaiser Permanente have partnered to provide funding to the RTFH to fully engage in the initiative and fund dedicated staff to oversee the effort and provide high quality and timely data. As part of the BFZ initiative, there will be dedicated community working groups to focus on process improvement and conduct routine analysis of system level data to achieve ending homelessness

among Veterans and Youth. The BFZ leadership structure on ending Veteran homelessness will include the Veteran's Administration, Supportive Services to Veteran Families providers, and the City of San Diego's Homeless Action Plan leadership. The Youth Action Board will be very involved in the BFZ component for ending youth homelessness.

Homelessness Response System Gaps Question 1h - End Answer

2. The most recent gaps assessment that was conducted and the date in which it was completed. Reports can be attached, but all applicants must summarize main findings within this section. Reports submitted without a summary will not be accepted. Summaries must include, but are not limited to:
  - a. Current number of people experiencing homelessness in the community including demographic information, and the existing programs and funding which address homelessness within the jurisdiction;

Homelessness Response System Gaps Question 2a - Begin Answer

The CoC funding is the amount awarded to the San Diego City and County for 2020. RTFH is the collaborative applicant to HUD for CoC funds and does not administer these funds directly.

The Youth Homeless Demonstration Program is funded for 2 years (December 2019- December 2021). RTFH is the grantee and has 8 sub-recipients. YHDP funds support the following programs: Joint Transitional Housing-Rapid Rehousing; Prevention and Diversion, Host Homes, Youth Systems Navigator, and Rapid Rehousing.

HEAP funds were awarded to over 25 different projects. HEAP funded programs include the following: Street Outreach, Rapid Rehousing, Prevention and Diversion, Housing Navigators, Safe Parking, Flexible Housing Pool, Client Flex funds and support for program implementation of rapid rehousing and outreach.

COVID-19 Emergency Funds were dedicated in partnership with the City of San Diego and the County of San Diego to support congregate shelter at the Convention Center.

**SEE ATTACHED FINAL APPLICATION FOR DATA TABLES**

Homelessness Response System Gaps Question 2a - End Answer

- b. Data and qualitative information showing any gaps or disparities in access to services, delivery of services, and housing placement and housing retention outcomes for special populations such as families, victims of domestic violence, seniors, youth and young adults, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with

HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 2b - Begin Answer  
There is no significant difference across groups, with the exception of families and veterans who are more likely to exit to a positive destination. This is likely the result of a dedicated focus and resources in San Diego for veterans and families.

SEE ATTACHED FINAL APPLICATION FOR DATA TABLES

Homelessness Response System Gaps Question 2b - End Answer

- c. Data and qualitative information showing any racial or ethnic disparities in access to services, delivery of services and housing placement and housing retention outcomes of homeless services;

Homelessness Response System Gaps Question 2c - Begin Answer  
Individuals who identify as Black or African-American represent a disproportionately higher percentage of people accessing homeless services as compared to the general population of Black and African-Americans in the county. As displayed below, Blacks and African-Americans represent 5.5% of the county's general population (per the US Census); however, they comprise 21% of people who are experiencing unsheltered homelessness and 30% of the sheltered population. Since more people in the category of "Black/African American" are in the homeless system as compared to the general population, the rate of exit from the homeless system should be higher to reduce disproportionality among this population. In the table below, similar percentages of "White" and "Black/African American" are leaving the homeless system. It is clear that the rates of exit among the "Black/African American" population need to improve to address the disproportionality issue.

SEE ATTACHED FINAL APPLICATION FOR DATA TABLES

Homelessness Response System Gaps Question 2c - End Answer

- d. Any other disparities that were found in the delivery of homelessness services including rates of successful permanent housing placements, and housing retention rates;

Homelessness Response System Gaps Question 2d - Begin Answer  
Since more people in the category of "Black/African American" are in the homeless system as compared to the general population, the rate of exit from the homeless system should be higher to reduce disproportionality among this population. In the table below, similar percentages of "White" and "Black/African American" are leaving the homeless system. It is clear that the rates of exit among the "Black/African American" population need to improve to address

the disproportionality issue. Nearly a third of people who identify as Black/African-American return to the system within six months, although there are similar percentages of Black/African-American and White people who exit the system. This demonstrates low housing retention among the Black/African-American population. SEE ATTACHED FINAL APPLICATION FOR DATA TABLES

Homelessness Response System Gaps Question 2d - End Answer

- e. Using the Service Gap Analysis Chart below, identify which areas of the local homelessness response system (e.g. shelter, rental subsidies, supportive housing) have gaps in resources based on the needs of people experiencing homelessness in the community.

Homelessness Response System Gaps Question 2e - Begin Answer

The following chart delineates the total number of clients needing services, the number receiving services, and the remaining need. The first column, "Total Number of Clients Currently Needing Services" is based on the category of need identified through the Coordinated Entry System's By Name Lists. The exception is the projection of the number of clients who need interim housing/shelter beds. This was derived by assuming that all individuals currently receiving outreach services need interim housing/shelter. The second column, "Total Number of Clients Currently Receiving Services" is based on data from the HMIS indicating the number of people active for each intervention. The third column, "Remaining Need", is the same as the first column, as those receiving services no longer need them.

SEE ATTACHED FINAL APPLICATION FOR DATA TABLES

Homelessness Response System Gaps Question 2e - End Answer

Table: SERVICE GAP ANALYSIS

	Total # of Clients Currently Needing This Service	Total # of Clients Currently Receiving This Service	Remaining Need
Interim Housing/Shelter Beds	12238	3395	8843
Rental Assistance	4540	2321	2219
Supportive Housing (Permanent)	6930	4487	2443
Outreach	17686	8843	8843
Prevention/Diversion	2622	1525	1097

## 2. Regional Resources Planning

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When working within the homelessness system, it is critical to assess the current resources available within the community to ensure any new resources are most effectively and efficiently targeted to best serve people experiencing homelessness within the community. Given the high number of people experiencing homelessness in California and the unprecedented amount of federal and state funds available to address homelessness, HCFC expects applicants to coordinate all available funding to safely shelter and permanently house as many people experiencing homelessness in the applicant's community as possible, with a particular focus on rehousing individuals currently living in Project Roomkey (PRK) sites.

HCFC requires all HHAP-2 applicants to complete a [Homelessness Response Local Investment Plan \(Appendix A\)](#) that lists all regional resources used to address homelessness. The document includes different interventions within the homelessness system. For each intervention, please tell us:

- The funding source(s) used to assist in the delivery of the intervention. If several funding sources are used, please list them in order of highest amount of funding used for the intervention to the lowest;
- If the funding source is covered by more than one applicant (i.e. County and Continuum of Care) please list separately. Do not combine allocations; and
- When referencing units of measurement, please reference service basis unit of measurement. Example: \$500,000 in funding provided RRH to approximately 20 households over XX period of time.

In addition to filling out the [Homelessness Response Local Investment Plan](#) document, applicants must answer the following narrative question that will support the information provided:

1. What efforts are made to coordinate all available local, state and federal funds that can address homelessness in the applicant's community?

Regional Resources Planning Question 1 - Begin Answer

RTFH, the City of San Diego, San Diego Housing Commission (SDHC), and the County of San Diego, are key partners in addressing the region's immediate homelessness challenges and continue to work toward the coordination of local, state, and federal funds. SDHC 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. 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.

City of San Diego Community Action Plan on Homelessness identifies important roles for other community stakeholders and RTFH continues to build off of these identified partners and strengthen the relationships to improve coordination of resources.

San Diego Cities RTFH identified in the HHAP-1 application that an additional area of focus in building partnerships is intentional engagement with the smaller cities and more rural areas of the County. These communities have somewhat smaller homeless populations, but also less access to resources to address the problem. Many of developed their own separate initiatives and approaches to address the needs of their communities, but there is a recognition that efforts will be more effective and yield better results throughout the county if they are coordinated with the broader regional system as it develops. While the smaller cities and more rural areas are represented to some degree on the RTFH board, RTFH recognized the need to actively engage the local community leadership and stakeholders and craft strategies to integrate their work into the broader regional system. RTFH leadership has spent the last several months engaging with each of the 17 cities and their local established collaborative structures to address homelessness. HHAP-2 funding will support the ongoing efforts of RTFH to expand upon the work being done. RTFH continues to be committed to funding priorities that focus on a regional approach.

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.

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. The RTFH leadership team and grants and contracts team work closely with each homeless services provider that receives CoC funding to support their efforts in leveraging their funds to maximize impact. These conversations result in better supporting documentation, expenditure of funds, and allows for an assessment of the impact of funds. It also helps to identify funding gaps that providers face individually and holistically. Examples of this include supporting homeless service providers in applying for waivers and extensions from HUD, improving data entry and data quality, and

reviewing the coordinated entry process. Collectively, this works toward developing a system that is more coordinated.

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.

All funding partners recognize that coordinating resources is critical to the ending homelessness in San Diego and strive to achieve this. RTFH has dedicated resources and partnered with a number of leading experts to support the work to achieve more coordinated efforts, however, it should be recognized that building the capacity to support this work can be challenging due to limited resources to support these efforts.

Regional Resources Planning Question 1 - End Answer

### 3. HHAP-2 Funding Plans

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When planning how to target new HHAP-2 resources, it is essential to do so in direct response to the gaps assessment and current regional investment planning described in Sections 1 and 2. HHAP-2 funding plans must state the specific gaps that will be addressed with these new funds and provide sufficient detail to ensure that any selected projects will effectively meet identified gaps. HCFC expects applicants to clearly understand and identify the intervention types requiring funding prior to initiating their local project selection processes.

Applicants must identify and describe each intervention type they intend to fund with their HHAP-2 grant and how much of their HHAP-2 funding they intend to focus on that intervention type. Applicants must also describe how investing in the requested interventions will meet the previously identified needs of their community.

Intervention Types are broken into six categories: (1) Outreach; (2) Interim Housing; (3) Rental Assistance; (4) Permanent Supportive and Service-Enriched Housing; (5) Diversion and Homelessness Prevention, and (6) Services.

Applicants should utilize the HHAP-2 [Application Guidance](#) document for detailed information on how these interventions can be implemented, how they work together, and how HCFC recommends prioritization and utilization of these interventions.

In addition to providing information on how the applicant intends to utilize their HHAP-2 funds on specific interventions, applicants must also outline the amounts they intend to allocate to the eligible uses that will support the interventions throughout the duration of the grant period.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the [Funding Plan Template \(Appendix B\)](#) and [Expenditure Plan Template \(Appendix C\)](#), provide detailed information for each of the intervention types and eligible uses being proposed for HHAP-2 funding. **(NOTE:** Specific project information for the intervention types identified will be requested at a later date once the local selection process has been completed.)
2. Describe how the applicant intends to prioritize funding towards local Project Roomkey permanent housing pathways. If an applicant does not intend to prioritize funding in this way, they must explain what other resources have been identified to meet this need locally to ensure that households staying at Project Roomkey sites move to permanent housing and do not return to unsheltered locations or congregate settings.

## HHAP-2 Funding Plans Question 2 - Begin Answer

Preventing the spread of COVID-19 among San Diego's homeless population has been a priority of the entire San Diego community. In late February 2020 RTFH began to hear of COVID-19 and on March 11, 2020 the RTFH convened an emergency community meeting with community partners, the County's Public Health Department, the City of San Diego's Mayor's office, and others to begin a coordinated response to establish a system-wide approach to help sheltered and unsheltered individuals remain healthy during the global pandemic. A multi-pronged approach to create safe shelter options was established and included current shelters that could accommodate physical distancing, the Convention Center-"Operation Shelter to Home", and hotels/motels - "Temporary Lodging Program". Operation Shelter to Home is a collaboration among the City of San Diego, the County of San Diego, San Diego Housing Commission (SDHC), RTFH, the San Diego Convention Center, and homeless service providers and can accommodate up to 1,600 sheltered and unsheltered single men and women who were not symptomatic and able to succeed in a congregate setting.

The RTFH partnered with the County of San Diego, and supported the County's program to provide non-congregate hotels to be used as shelters as part of the state's Project Roomkey initiative and used FEMA funding through the County. This included 5 hotels throughout San Diego County, including 3 in the City of San Diego and 2 in North County. As part of the role of the RTFH, staff interfaced with homeless services providers including Interfaith Community Services, Alpha Project, Father Joe's Villages, and the Downtown Partnership to coordinate services to those in hotels. To meet the needs of those living unsheltered, the RTFH worked with the Lucky Duck Foundation and array of partners including street outreach programs to help distribute nonperishable meals, prepared by the San Diego County Sheriff's Department, to individuals experiencing unsheltered homelessness. Although much of the focus during the Spring was on ensuring safety and preventing the spread of this virus, as early Summer came around, the strategy started shifting to focus on getting people out of temporary housing situations and into permanent units. The RTFH began testing strategies with a new CES prioritization assessment and worked closely with SDHC and others at the Convention on a coordinated housing effort. The RTFH also began having conversations with both the City and the County on purchasing hotels to be converted into hundreds of permanent units. None of the efforts around the COVID-19 response could have been completed without critical partners such as the City and County of San Diego, the San Diego Convention Center, the San Diego Housing Commission, non-profit homeless services providers, private funders (including FTEHSD and the Lucky Duck Foundation), as well as our local elected leaders (including Senate President pro tempore Toni

Atkins), and lastly support from the State of California. The additional funding with COVID-19 Emergency Funds and the flexibility of HEAP funding, allowed RTFH to pivot and provide the support necessary to meet the emergency needs of the entire San Diego region.

The City of San Diego was awarded \$37.7 million in Project HomeKey funding to secure two hotels, bringing online over 330 permanent supportive housing units and the ability to house at least 400 people. Individuals located at the Convention Center began moving into these units in December 2020. To ensure long-term, sustainable housing, the County of San Diego Board of Supervisors voted unanimously to approve Supervisor Nathan Fletcher's request to authorize \$5.4 million to fund essential supportive services for the individuals who reside at the properties. RTFH also allocated \$1 million to the San Diego Housing Commission (SDHC) to fund additional supportive services by homeless service providers. This project advances the goals of the City's Plan and is a clear demonstration of the coordinated efforts and prioritization of funds to move people to permanent housing.

Through the ongoing coordination between the RTFH, the City of San Diego, the County of San Diego, and the San Diego Housing Commission (SDHC) the two main objectives continue to be: protect the health of San Diegans experiencing homelessness amid the ongoing global COVID-19 pandemic and work to house them as quickly as possible. Operation Shelter to Home and Project HomeKey demonstrate the significance of coordination of all available local resources to end homelessness (as stated in Section 2.1). HHAP -2 funds will be used to continue to support the overall community approach of moving people to permanent solutions supported through the most appropriate funding source.

HHAP-2 Funding Plans Question 2 - End Answer

3. Describe the activities budgeted for grant administration. In the applicant's response, describe the overall grant administration staffing plan to accomplish the applicant's goals and activities. Provide information on roles that will be responsible for ensuring the successful execution of HHAP funded projects.

HHAP-2 Funding Plans Question 3 - Begin Answer

The RTFH currently has 26 employees, and partners with several national experts to support the work of RTFH and the CoC. There is not a single staff member solely responsible for the execution of HHAP-2, as the response is a coordinated effort to ensure RTFH meets all mandates of a CoC and non-profit organization. The RTFH serves as the infrastructure organization and lead agency for the San Diego Regional Continuum of Care (CoC). In this role we act as the Collaborative applicant for HUD funding for our region, administer the Homeless Management Information System (HMIS), and operate the Coordinated Entry System (CES). A 31-member board of directors guides the organization's work, determines

funding priorities, and engages in regional planning. The CoC has specific mandates as required by HUD, and is responsible for promoting community-wide planning and strategic use of resources to address homelessness by channeling Federal funds for efforts by non-profit providers, state government, and local agencies to quickly rehouse homeless individuals and families; promote access to and effect utilization of mainstream programs by homeless individuals and families; improve data collection and performance measurement; and optimize self-sufficiency among individuals and families experiencing homelessness. In 2018, the largest YHDP grant across the country was awarded to RTFH, who then became a direct funder of homeless services. . With State funding from HEAP, HHAP, and COVID-19 Emergency funding, RTFH took on the responsibility and oversight of over \$60 million dollars. This increased the organization's role and responsibilities as a funder, regional convener, promoter of best practices, and policy leader in San Diego's collective efforts to end homelessness. The RTFH CEO significantly expanded the internal leadership staff and brought on staff with deep expertise in the field to join the organization. The COO is responsible for the oversight of all local, state, and federal funds administered by RTFH. The Grants and Contracts team is dedicated to the oversight of contract compliance, including expenditures and outcomes reporting and the finance team is responsible for accounts payable and supporting the projection of funds to meet expenditure requirements of all grants. RTFH utilizes ZoomGrants to administer the applications, awards, and reimbursements.

Please see the RTFH Organizational chart that demonstrates the current staffing structure that supports the work of RTFH. [SEE ATTACHED FINAL APPLICATION FOR ORG CHART]

HHAP-2 Funding Plans Question 3 - End Answer

Descriptions should include but are not limited to:

- a. The number of full-time employees (FTE) or percent of time per FTE that will be employed by the applicant dedicated to the execution of HHAP-2.

HHAP-2 Funding Plans Question 3a - Begin Answer

The RTFH currently has 26 employees, and partners with several national experts to support the work of RTFH and the CoC. There is not a single staff member solely responsible for the execution of HHAP-2, as the response is a coordinated effort to ensure RTFH meets all mandates of a CoC and non-profit organization. The RTFH serves as the infrastructure organization and lead agency for the San Diego Regional Continuum of Care (CoC). In this role we act as the Collaborative applicant for HUD funding for our region, administer the Homeless Management Information System (HMIS), and operate the Coordinated Entry System (CES). A 31-member board of directors guides the organization's work, determines

funding priorities, and engages in regional planning. The CoC has specific mandates as required by HUD, and is responsible for promoting community-wide planning and strategic use of resources to address homelessness by channeling Federal funds for efforts by non-profit providers, state government

HHAP-2 Funding Plans Question 3a - End Answer

b. Existing staff positions that will be leveraged to fulfill this need.

HHAP-2 Funding Plans Question 3b - Begin Answer

As previously stated, the RTFH is committed to data-driven funding decisions and supporting evidence-based and promising practices. Determining how funds will be used to support these efforts requires the analysis of data from HMIS and CES, outcomes from CoC funded projects, input from stakeholders, and a multitude of other collaborative work. This work requires the expertise of the RTFH Executive Leadership team that includes the Chief Executive Officer, Chief Operations Officer, Chief Impact and Strategy Officer, Chief Policy Officer, Chief Program Officer, Director of Operations and CoC Lead, Director of Data Management, and the Local Government Liaison. Executive Leadership provides additional oversight and guidance to the RTFH support staff to ensure it fulfills the roles and responsibilities of the CoC and of the non-profit.

HHAP-2 Funding Plans Question 3b - End Answer

4. In what ways the applicant's jurisdiction is leveraging the adult system to serve youth and in what ways the homelessness response system has been or will be adapted to youth; and how the applicant will use HHAP-2 funding to ensure youth can access services and that targeted spending meets their needs.

HHAP-2 Funding Plans Question 4 - Begin Answer

In 2018, the San Diego CoC received a two-year \$8 million award through HUD's Youth Homelessness Demonstration Program (YHDP) to develop a youth ecosystem of housing and support services to effectively prevent and end youth homelessness in the San Diego region. Significant work has been done with the youth population via the Youth Action Board (YAB) to understand what it means to have a system that is culturally responsive to youth. The San Diego County Coordinated Community Plan to End Youth Homelessness (CCP) was published in 2019 and describes the regional strategy for supporting young people in making sustained exits from homelessness. These efforts address barriers at the system and program levels and include targeted investments through YHDP and HEAP in system tools, housing, and services. The development of this plan included youth with lived experience, providers, local government, national experts, and a multitude of stakeholders.

While there is still much to learn and improve upon, the San Diego CoC has made significant investments in building a youth ecosystem that includes youth specific resources and leverages adult providers:

- Centered youth voice and youth leadership in guiding efforts to prevent and end youth homelessness. Youth were deeply engaged in the creation of the CCP, approved the final plan, and approved the demonstration projects selected for funding.
- Launched a regional youth-specific coordinated entry system and responsive housing mixture. Local data indicated that most youth were assessed at adult or general homeless service provider sites. Assessments designed specifically for youth and young adults are now administered at youth and adult access sites across the region. These assessments reflect the lived experiences of youth and young adults to better assess their vulnerability.
- Developed and implemented a community scoring tool that prioritizes the most vulnerable youth for housing resources, in collaboration with youth and youth providers.
- Launched youth-specific case conferencing to ensure youth with highest needs can be connected with housing resources.
- Expanded youth specific housing resources to include host homes and joint transitional and rapid rehousing programs. Young people between the ages of 18-24 now have access to both adult and youth housing resources, which has increased the availability of housing options for youth.
- Received approval from HUD for YHDP funded programs to operate housing projects under alternative requirements allowing for shorter term leases, longer terms of rental assistance (up to 36 months), and longer terms of supportive services (up to 48 months).
- Invested in an expansion of outreach staff, youth system navigators, and case managers throughout the region. In addition, family engagement strategies have been incorporated to reconnect young people with their families and support networks, and help connect to mainstream benefits, services, education and employment.
- Provided access to time-limited funding for youth system providers to assist young people to retain their housing and prevent them from entering shelter.

The HHAP 2 funding will be used to support the continuation of programs that have proven to be effective and to fill gaps that have been identified through the implementation of the demonstration projects. These investments will be identified through continued engagement with youth, youth leadership, and youth providers, and through competitive process.

HHAP-2 Funding Plans Question 4 - End Answer

5. Describe how the applicant will incorporate meaningful collaboration with individuals that have lived experience being homeless throughout funding planning, design, implementation, and evaluation.

HHAP-2 Funding Plans Question 5 - Begin Answer

As described in Section 1, people with lived experience are vital partners in all aspects of the homeless response system and are actively recruited and engaged to provide continuous input. HHAP-2 funding will be included in the RTFH overall revenue portfolio and will be subject to input through the governance and advisory structures, and performance will be evaluated as part of ongoing monitoring of the homeless response system. In addition, RTFH plans to work with partners in the various regions of the county to engage and solicit input from people with lived experience regarding the use of HHAP-2 funds and the effectiveness of existing HEAP programs in moving people to permanent housing. In each of the four primary regions in the county, collaborative structures have been established, using a collective impact approach, to address homelessness. Through these structures, RTFH will engage with people with lived experience to provide input on the use of HHAP-2 funds.

HHAP-2 Funding Plans Question 5 - End Answer

## 4. HHAP-2 Goals

Creating performance targets that can be clearly measured every year ensures a commitment to locally shared goals. Utilizing the local needs assessment, applicants must identify the areas of impact to be targeted by HHAP funds in Section 3: HHAP-2 Funding Plans, and in this section must present specific and measurable goals for those investment areas. These goals should inform how applicants design HHAP programming and should be stated in the local selection process funding announcements and subcontracts so that local applicants and the selected subrecipients understand program expectations.

### **HHAP Programmatic Goals**

HHAP statute mandates that applicants set goals related to the total number of individuals served and, of those served, the number who will be successfully placed in permanent housing due to HHAP-2 investments.

For interventions funded with HHAP, applicants must show how their jurisdiction plans to use their HHAP investment to meet statutorily-required goals by providing the following in the table below: (1) number of individuals that *currently* need this intervention; (2) number of households expected to be served, annually and over the entire grant period; and (3) number of households expected to be placed into permanent housing, annually and over entire grant period.

Note: identified need below should be the same as the numbers indicated in Section 1.

Table – Statutory Goals by Intervention Type – Permanent Supportive and Service-Enriched Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	2443					
# of individuals expected to be served by HHAP-2	6930	14300	14350	14400	14400	64380
# of individuals expected to be placed into permanent housing through HHAP-2	0	0	0	0	0	0

Table – Statutory Goals by Intervention Type – Rental Assistance

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	2219					
# of individuals to be served	4369	4480	4490	4495	4490	22324

# of individuals to be placed into permanent housing	1241	1251	1261	1271	1281	6305
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Table – Statutory Goals by Intervention Type – Interim Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	0					
# of individuals to be served	0	0	0	0	0	0
# of individuals to be placed into permanent housing	204	210	212	215	215	1056

Table – Statutory Goals by Intervention Type – Diversion and Homelessness Prevention

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need <i>equity</i> this intervention	1097					
# of individuals to be served	3546	3600	3610	3610	3615	17981
# of individuals to be placed into permanent housing	2346	2400	2405	2405	2409	11965

Table – Statutory Goals by Intervention Type – Outreach

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	8843					
# of individuals to be served	14300	14300	14350	14400	14400	71750
# of individuals to be placed into permanent housing	204	210	212	215	215	1056

Table – Statutory Goals by Intervention Type – Services

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
# of individuals to be served	10766	11766	12766	13766	13766	62830
# of individuals to be placed into permanent housing	1640	1841	1900	1950	1950	9281

In addition to setting clear goals on numbers served and numbers moved into permanent housing, applicants must also provide the following:

1. Any additional systemwide goals the applicant's jurisdiction and/or region has identified and the metrics used to evaluate progress towards those goals.

#### HHAP-2 Goal Question 1 - Begin Answer

The RTFH has established Community Standards that outline goals and metrics for each of the interventions included in the homeless response system. The Ad-Hoc Standards and Measures Committee further established standard metrics with a focus on permanent housing. Projects funded through HHAP-2 will be expected to achieve the standard metrics that have been identified for the system. The current Standards are being updated to include benchmark measures for Homeless Prevention, Street Outreach, and Emergency Shelter as insufficient data was available at the time the original Community Standards were finalized to establish clear performance benchmarks for those interventions.

Current permanent housing benchmarks are as follows:

- Homelessness Prevention: 82% will exit to permanent housing
- Street Outreach: 27% will exit successfully (includes permanent and temporary locations as identified by HUD)
- Emergency Shelter: 26% will exit to permanent housing
- Transitional Housing: 47% will exit to permanent housing
- Rapid Rehousing: 56% will exit to a permanent destination
- Permanent Supportive Housing: 95% will retain or exit to permanent housing

#### HHAP-2 Goals Question 1 - End Answer

2. An update on systemwide goals identified in HHAP-1 and explanation of any goal modifications made in response to changing needs.

#### HHAP-2 Goal Question 1 - Begin Answer

The HHAP-1 application included the following preliminary measurable goals, subject to modification should community needs and funding priorities change:

1. Decrease our jurisdiction's 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%).

The above goals are being updated for HHAP-2 as follows, recognizing they may be updated as community needs change and community input is received. The data source for the proposed goals is the RTFH Dashboards, which provide information on the HUD System Performance Measures:

1. Decrease the number of people who are homeless by 5% annually (baseline of 9,778 in 2019 as reported for System Performance Measure 3)
2. Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 6,751 in 2019 as reported for System Performance Measure 5).
3. Increase the percent of successful exits to permanent housing destinations by 5% annually (baseline of 42% in 2019 based on System Performance Measure 7).

For HHAP-2, an additional system goal for street outreach is proposed.

1. Increase the percentage of successful exits from street outreach by 5% annually (baseline of 39% in 2019 based on System Performance Measure 7).

HHAP-2 Goals Question 1 - End Answer

3. At least one clear, measurable performance goal related to how HHAP-2 funding will address racial disparities identified in the jurisdiction's homelessness response system.

HHAP-2 Goal Question 1 - Begin Answer

By December 2021, the RTFH, in partnership with the CoC Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, will do the following:

1. Perform an analysis of racial disparities within the homelessness crisis response system using HUD's Stella P tool, and based on findings work with partners including HHAP grantees to develop plan to begin addressing any disparities from the analysis and further explore the findings through the perspectives of persons with lived experience.
2. Will have an approved CoC system standard that outlines how CoC, ESG, and state funded projects address racial disparities within their programs. This standard will be applied to all HHAP grantees.
3. Will have conducted an extensive community engagement process to reconcile the findings within the system racial data analysis among those with lived experience. The goal will be to understand any discrepancies between what the community is seeing in the data vs the experiences of those who receive services from the system including HHAP programs, and ensure any community policy changes are inclusive of the perspectives of lived experience.

HHAP-2 Goals Question 1 - End Answer

4. At least one clear, measurable, youth-specific performance goal related to HHAP-2 investments, including an explanation of how the applicant's jurisdiction accounts for the unique service needs of youth when determining how to set performance targets for youth set-aside funding interventions.

HHAP-2 Goal Question 1 - Begin Answer

The Youth Action Board is continually updated on system performance, and will provide ongoing input on achievement of the following goal.

1. Increase the percentage of youth exiting to permanent housing by at least 5% annually (from 48% 2019).

HHAP-2 Goals Question 1 - End Answer

## 5. Local Project Selection Process

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Applicants may choose (though they are not required) to contract with local nonprofits and service providers to administer the services detailed in their HHAP-2 Funding Plan. When contracting for services, applicants shall select qualified service providers that provide services which match the needs of the local population of people experiencing homelessness and which are HHAP-eligible activities that are in line with the applicant's HHAP-2 Funding Plan.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community.

To successfully complete this section of the application, applicants will need to provide the following:

1. An explanation of how HHAP-2 funds will be distributed and whether a local project selection process will be utilized to select subcontractors.

Local Project Selection Process Question 1 - Begin Answer

RTFH will use a comprehensive approach that includes community input, an inventory of current federal, state, and local funding, analyzing the impacts of HEAP and YHDP, and assessing the adverse effects of the COVID-19 pandemic. RTFH funded HEAP projects consistent with funding priorities and best practices, including prevention and diversion, street outreach, housing navigation, and a flexible housing pool.

The pandemic has had significant impact on the community and it will be critical to identify successes and challenges when determining how funds will be prioritized. The community is facing an array of challenges, including staff capacity and working remotely. Many did not have the infrastructure or financial capacity to make this transition without it impacting how they provide services to program participants. The influx of state and federal funds has also created welcomed challenges, as the community works to ensure funds are braided for maximum impact and are spent within the mandated timeframes. RTFH is cognizant of the challenges faced by our community partners and is committed to engaging in a process that is sensitive to the community needs and funds projects that are data-driven and grounded in evidence-based on promising practices.

Analyzing the impact of these funds and identifying additional gaps in funding, services, and housing inventory will be critical to determining the funding priorities and time period in which HHAP-2 funds shall be expended. RTFH plans to use a local selection process, following the community engagement efforts to identify the most effective use of the

funds to move unsheltered and temporary sheltered people into permanent housing.

RTFH will use a local selection process and release a Request for Proposal (RFP). The RFP will be widely publicized through the RTFH website, distribution lists, regional partners and city jurisdictions. To promote awareness by entities that are not traditionally funded through the CoC, the RTFH will use its extensive network of community partners represented on the CoC Advisory Board, Youth Action Board, and the Ad Hoc Committees on Addressing Homelessness Among Black San Diegans and Veteran Homelessness. Upon receipt of proposals, RTFH will establish a selection committee that is well represented by people with lived experience, youth, and people of color.

Local Project Selection Process Question 1 - End Answer

Will subcontractors be utilized? Yes

a. If the applicant *is not utilizing* a local selection process, please include the following in the explanation:

i. Description of why this is the best funding plan for the community; and

Local Project Selection Process Question 1a.i. - Begin Answer

Local Project Selection Process Question 1a.i. - End Answer

ii. Description of how applicants will ensure equitable access to services funded.

Local Project Selection Process Question 1a.ii. - Begin Answer

Local Project Selection Process Question 1a.ii. - End Answer

b. If the applicant *is utilizing* a local selection process, please include the following in the explanation:

i. What is the process and timeline for project selection?

Local Project Selection Process Question 1b.i. - Begin Answer

RTFH will use a local selection process and release a Request for Proposal (RFP).

Local Project Selection Process Question 1b.i. - End Answer

ii. How will the applicant encourage new partners to participate?

Local Project Selection Process Question 1b.ii. - Begin Answer

The RFP will be widely publicized through the RTFH website, distribution lists, regional partners and city jurisdictions. To promote awareness by entities that are not traditionally funded through the

CoC, the RTFH will use its extensive network of community partners represented on the CoC Advisory Board, Youth Action Board, and the Ad Hoc Committees on Addressing Homelessness Among Black San Diegans and Veteran Homelessness.

Local Project Selection Process Question 1b.i.i. - End Answer

- iii. How will people with lived experience of homelessness, including youth with lived experience, have meaningful and purposeful opportunities to shape the selection process and funding decisions?

Local Project Selection Process Question 1b.i.i.i. - Begin Answer

Upon receipt of proposals, RTFH will establish a selection committee that is well represented by people with lived experience, youth, and people of color.

Local Project Selection Process Question 1b.i.i.i. - End Answer

- iv. How will the applicant promote equity and ensure underrepresented communities can be competitive applicants for funding?

Local Project Selection Process Question b.i.v. - Begin Answer

\*\*\*Not specifically addressed in submitted PDF.\*\*\*

Local Project Selection Process Question b.i.v. - End Answer

2. Describe how systemwide collaboration would occur among homelessness service providers and other social safety net providers. How do these collaborative efforts help minimize or avoid the duplication of service and effort?

Local Project Selection Process Question 2 - Begin Answer

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 throughout the region is critical and there are countless examples of how this collaboration and partnership has resulted in ending homelessness for many San Diegans. While not without its challenges, key partners and stakeholders have spent several years working collectively on policy, city and community plans, and various initiatives to create sustainable, long-term housing solutions for people experiencing homelessness. This collaboration helps to minimize and avoid duplication of service and effort.

San Diego's HMIS system is central to the coordination for data collection and service provision for households experiencing homelessness throughout the region, across homeless providers and safety net providers. Once granted

access through San Diego's trusted network, providers including those from street outreach, diversion, problem solving, housing navigation and 211, can enter households who demonstrate a need for permanent housing resources into the CES. Providers have equal access to completing enrollments, assessments and placing households onto the Community Queue for prioritization for available permanent housing resources. Providers are also able to review the community queue to see if a household that they are working with is enrolled for permanent housing with another provider, reducing duplication efforts across homeless service providers.

A successful example of this collaboration is the development of the City's plan to address homelessness and San Diego's response to the public health pandemic. RTFH's CEO, Tamera Kohler, was asked to be a steering committee member to help guide the development of the City of San Diego's Community Action Plan on Homelessness. RTFH provided regional data to help identify gaps as well as set City-specific goals and strategies. The plan was adopted by the City Council in October 2019 and the RTFH has continued to serve as part of the plan's Leadership Council to help oversee plan implementation.

On March 11, 2020 the RTFH convened an emergency community meeting with community partners, the County's Department of Public Health, the Mayor of the City of San Diego, and others to begin a coordinated response to ensure the health and safety of those experiencing homelessness. The RTFH reached out to HUD and the Centers for Disease Control (CDC) very early in the pandemic and acted swiftly to coordinate local strategies based on national guidance. The Mayor of the City of San Diego identified RTFH to lead the planning and execution of a plan to support physical distancing and prevent the spread of COVID-19. Initially this plan focused primarily on shelters and ultimately led to the repurposing of the San Diego Convention Center to be used as a large congregate shelter to provide support for those who were living in existing shelters to meet CDC physical distancing guidance, and to allow those living unsheltered to have a place to come inside should they choose this option. The RTFH and the County of San Diego's Health and Human Services Agency (HHSA) have a collaborative relationship. The RTFH's CoC Advisory Board includes a member of the County's Board of Supervisors, the Director of HHSA, and the Director of HHSA's Housing and Community Development Services. This helps both entities work toward mutual goals that are aligned and not duplicative. In addition, monthly meetings are held between RTFH and HHSA to address partnership and coordination efforts across the two systems. The County of San Diego's HHSA is an integrated Agency, combining health and social services, as well as the County's Housing Authority. The Integrative Services Division is the primary liaison with the RTFH, and interfaces with the HHSA Divisions to ensure there is clear communication and to avoid duplication. In addition, RTFH recognizes the criticality of coordinating with all HHSA partnering divisions, due to their role in funding and contracting with safety net providers throughout the county, including the following: Aging and Independent Services, Behavioral Health Services, Child Welfare Services, Eligibility Operations, Housing and Community Development Services, and Public Health.

## Local Project Selection Process Question 2 - End Answer

In addition to the narrative questions above, check all box(s) that apply to the applicant's community:

Table – Local Project Selection Process Assessment

<b>LOCAL PROJECT SELECTION PROCESS ASSESSMENT (check all that apply)</b>
<p><b>Local Project Selection Assessment Statement:</b> The process will clearly define for potential subcontractors which types of projects will be prioritized for funding and which needs identified in the needs/gaps assessment are intended to be met by funding such projects. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will prioritize programs that address the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander, Native and Indigenous communities. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will remove barriers to competitive participation by applicants representing marginalized communities. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will use objective criteria to evaluate projects for funding. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The objective criteria used to evaluate projects will include data on past performance related to the proposed activity (for example, an existing rapid rehousing provider applies to provide rapid rehousing services with HHAP funds and provides HMIS data to show a history of positive outcomes) Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The objective criteria used to evaluate projects will allow applicants applying to perform services not previously performed by their organization, to provide other data or outcome results to support their competency to perform the proposed activity. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will have provisions to allow for innovation, while balancing the need for data and performance-based decision-making. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will be posted publicly on a platform that is accessible to the public. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will consider the severity of needs and vulnerabilities of the proposed target population in its objective criteria – and aligns its prioritization of these needs with the needs identified through the community needs assessment process. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will avoid conflict of interest. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will only fund programs that follow a Housing First approach. Local Project Selection Assessment Response: <b>Yes</b></p>
<p><b>Local Project Selection Assessment Statement:</b> The process will include people with lived experience to have meaningful and purposeful opportunities to inform and shape all levels of planning and implementation.</p>

Local Project Selection Assessment Response: Yes

## 6. Racial Equity Efforts

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HHAP-2 applicants should prioritize the advancement of racial equity at every level of the homelessness response system. Applicants must be actively involved in their homelessness response systems, facilitating partnerships among service organizations, and promoting racial equity practices. Applicants must respond to disproportionality in access to services, service provision, and outcomes. Applicants cannot simply rely on delivering a standardization of services to address equity. Applicants have the responsibility to examine their data to ensure all eligible persons receive equitable services, support, and are served with dignity, respect, and compassion regardless of circumstances, ability, or identity.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community, and how these funds would address the organizational capacity of organizations that are led by Black, Latinx, Asian, Pacific Islander, and Native and Indigenous people that support the goal of reducing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the [Racial Demographic Data Worksheet \(Appendix D\)](#), please provide the Continuum of Care Outcomes by Race and Ethnicity.
2. Describe how the local homelessness response system or projects the applicant is planning use policy and practices to ensure equal access and non-discrimination when serving prospective and new program participants.

### Racial Equity Efforts Question 2 - Begin Answer

One of the core components of HHAP-2 funding distribution locally will be community engagement throughout the region, including involving people with lived experience and marginalized communities and sub-populations. RTFH will work closely with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegan's, the Veterans Committee, the Youth Action Board (YAB), and other stakeholders to receive input and recommendations in how to ensure practices within the community and among providers is equitable and non-discriminatory. RTFH is also working with the CoC Advisory Board to determine if additional Committees are needed to address Health Care, Aging, and the Criminal Justice System.

RTFH has also been working with San Diego partners on a collection of guidelines and standards to support an integrated homeless response system that includes equitable access. Establishing these standards and Learning

Collaboratives, promotes a system that includes expectations that homeless service providers receive training in cultural competency and trauma-informed approaches.

#### Unsheltered Guidelines

In January 2020, the RTFH Board adopted a series of policy guidelines to address unsheltered homelessness and encampments. The guidance is intended to influence decision making, funding, and activities of local government, homeless services providers, and other stakeholders on the best ways to assist those living unsheltered. The adopted guidelines are based on national best practices and local community input. They include a shared vision and approach including using a Housing First orientation, promoting services over enforcement, and addressing racial disparities within the unsheltered population. Additional guidelines focused on promoting a person-centered, housing-focused, street outreach model, as well as using a clearance with support framework to address homeless encampments. The policy was supported by various regional entities and a critical relationship that was strengthened through this process was with law enforcement, as the San Diego Police Chief's and Sheriff's Association fully supported and approved the unsheltered policy guidelines.

#### Outreach Standards

One of the key areas funded through HEAP was the expansion of outreach workers throughout the region. In January 2021, the Outreach Standards were finalized. The establishment of the Outreach Standards serves as a guiding framework for how coordinated outreach occurs throughout the region. Included in the Outreach Standards is the establishment of regional coordination entities to work with all outreach teams throughout the region, regardless of funding source, to ensure a comprehensive outreach effort. In addition, to further strengthen the effectiveness of outreach efforts, RTFH is working with the local HMIS vendor to test and enhance an outreach module with HMIS. The module will allow for outreach mapping capacity within HMIS for outreach workers to easily enter contacts and map encampments.

#### Trainings and Community of Practice –targeted Learning Collaboratives

To support the providers and community in successfully implementing services and having a more collective impact, RTFH worked with national experts to bring our service providers together to better coordinate and establish standards of practice based through community Learning Collaboratives focused on Outreach, Rapid Re-Housing (RRH), and Diversion. During the last year the RTFH supported a series of trainings on best practices and emerging models. RTFH contracted with national expert Ed Boyte to focus on Diversion Training and Michelle Valdez, to support the homeless service providers in establishing an effective Rapid Rehousing program. As part of this effort, RTFH has engaged with funders and providers of Rapid Rehousing to solicit input on the Standards. It is expected that they will be finalized in early 2021.

3. How does the applicant's grant making process and/or funding decisions include prioritization of programs that are addressing the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander and Indigenous communities?

Racial Equity Efforts Question 3 - Begin Answer

San Diego has closely monitored COVID-19 impacts among people who are homeless. Based on data through January 9, 2021, the following disproportionate impacts of COVID on people who are homeless and people of color have been shown:

\*\*\*SEE DATA IN CHART ON PAGE 39 OF ATTACHED APPLICATION\*\*\*

The data indicates that while less than 1% of the overall documented cases are among people who are homeless, the rate of hospitalization is higher, with 3% of the overall cases requiring hospitalization and 15.6% of people who are homeless. As expected, given the health conditions of people living on the streets, they are more significantly impacted by COVID. In terms of deaths, just under 1% of people overall have died, while slightly more who are homeless have succumbed to the virus (1.3%).

Overall, there is a disproportionate impact of COVID among people who are Hispanic/Latino throughout the region, and among people who are homeless. Consistent with data regarding the experience of homelessness among Black residents, the prevalence of COVID is much higher among people who are Black and homeless, at 13.5%, while only 3.5% of overall cases are people who are Black. Per the Census data, 5.5% of the San Diego region's population is Black/African-American.

The data reinforces that the severity of COVID is increased among people who are homeless, and that people who are Black/African-American and are homeless are disproportionately impacted. RTFH will work with local, state, and national partners and the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to develop an approach that addresses racial equity.

Racial Equity Efforts Question 3 - End Answer

4. How are the voices of Black, Latinx, Asian, Pacific Islander and Indigenous communities being developed as central in creating effective approaches to reducing and ending homelessness?

Racial Equity Efforts Question 4 - Begin Answer

RTFH is sensitive to the importance of receiving recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans and the Youth Action Board (YAB) when determining a strategy to creating effective approaches to reducing and ending homelessness among communities of color.

Racial Equity Efforts Question 4 - End Answer

5. Does the applicant have a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities? If so, please describe.

#### Racial Equity Efforts Question 5 - Begin Answer

The RTFH recognizes the importance of receiving recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans when determining a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities. The RTFH is collaborating with each region and has engaged with each city individually, to encourage smaller cities and organizations within those communities who have not been part of the CoC, to actively engage in the process. RTFH will continue to solicit input and distribute information on funding opportunities throughout the community. RTFH views the HHAP funding as an opportunity and resource for the entire community that can be equally accessed by providers involved in the Continuum of Care, those that are not, and those that serve communities of color. Active engagement with cities, regional collaborative structures and stakeholders within communities of color and people with lived experience will help inform the distribution of resources and publicize the availability well beyond the CoC.

#### Racial Equity Efforts Question 5 - End Answer

6. Describe how the priority population(s) learn about and enter local homelessness programs, including marketing and communication strategies used.

#### Racial Equity Efforts Question 6 - Begin Answer

A critical approach to marketing services and learn about programs is through non-law enforcement led homeless outreach efforts. One of the goals of increasing homeless outreach workers through HEAP and shifting outreach to a housing focused approach through the Outreach Policy and Standards was to assist in engaging populations who have not been successfully housed to resolve their homelessness. A key component of the overall strategy is the Coordinated Entry System (CES). The RTFH utilizes an open access practice for its CES. While CES focuses on connecting households in need of permanent housing with available housing resources, Access Points serve as a front door into San Diego's homeless response system. Access Points include, but are not limited to, emergency shelter providers, supportive service providers, street outreach teams, 211, medical and mental health facilities and public service agencies. Outreach workers and community-based health and social service organizations throughout the county can assist individuals with obtaining access to the system through these points of entry. Access Points collect data and inform San Diego's HMIS of household needs and refer households to services throughout the

homeless response system. While the Access Points are the main point of entry into CES, any provider in San Diego's trust network, with access to HMIS, may enter a household into HMIS and refer to CES. If a household is determined to be in need of permanent housing resources, the household will complete a housing assessment or triage tool. The triage tool assesses and prioritizes households for housing resources based on the following criteria:

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).

Subpopulations such as adults, families and youth complete housing assessments specifically tailored to each population. Once assessed and prioritized, households are matched to resources based on availability and eligibility criteria. For example if an available housing resource is funded to serve youth head of households aged 18-24, then the community queue will be filtered to only that sub-population. However, if the available housing resource does not restrict eligibility to a specific sub-population, then households will be prioritized solely based on their vulnerability score. By filtering only when necessary, households have greater access to a larger array of community housing resources, and priority populations are able to have greater access to housing resource options. This capability is critical as RTFH engages in focused efforts to address Veteran and Youth homelessness through the Built for Zero initiative.

In 2020 the RTFH received a new project bonus award under HUD's CoC Notice of Funding Availability competition to coordinate the development of a comparable system to the CES for households experiencing homelessness and fleeing for safety across San Diego. The new system will support the identification, prioritization and referral of households. RTFH will collaborate with community partners, funders and technical assistance providers who specialize in serving households fleeing for safety in the development and implementation of Domestic Violence CES practices. Originally anticipated for a mid-2020 start up, development and implementation was delayed due to the pandemic and is now planned for 2021. In preparation, RTFH staff representing both CoC and CES leadership, have participated in national training and informational sessions on serving households seeking safety and survivors of Domestic Violence trauma over the past year.

Racial Equity Efforts Question 6 - End Answer

7. How is the applicant making community project grants accessible to smaller organizations that have historically served communities of color,

but may not have previously participated formally in the CoC or as a part of the “homeless provider” community?

#### Racial Equity Efforts Question 7 - Begin Answer

The RTFH respects the importance of receiving recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans when determining a strategy to expand the reach of funding to smaller organizations that have historically served communities of color but may not have previously participated formally in the CoC or as a part of the “homeless provider” community. The RTFH is collaborating with each region and has engaged with each city individually, to encourage smaller cities and organizations within those communities who have not been part of the CoC, to actively engage in the process. RTFH will continue to solicit input and distribute information on funding opportunities throughout the community. RTFH views the HHAP funding as an opportunity and resource for the entire community that can be equally accessed by providers involved in the Continuum of Care, those that are not, and those that serve communities of color. Active engagement with cities, regional collaborative structures and stakeholders within communities of color and people with lived experience will help inform the distribution of resources and publicize the availability well beyond the CoC.

#### Racial Equity Efforts Question 7 - End Answer

8. How does the applicant partner with organizations that are addressing racial equity in the housing and homelessness response system?

#### Racial Equity Efforts Question 8 - Begin Answer

RTFH closely partners with a wide-variety of organizations across San Diego that address racial equity. The Ad Hoc Committee on Addressing Homelessness Among Black San Diegans is comprised of several large and small, grass roots, organizations involved in addressing racial equity. In addition, racial equity was identified as a critical component within the City of San Diego’s Homeless Action Plan and RTFH is coordinating with the City to ensure alignment with work of the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. Demonstrating the commitment of local foundations and philanthropists, the local chapter of Funders Together to End Homelessness San Diego (FTEHSD) has outlined addressing racial disparities as a core part of their work in 2021. RTFH participates on the FTEHSD Board which ensures alignment across all activities.

At a national level, RTFH will be partnering with Community Solutions and as part of the national BFZ initiative, a focus will be on developing a racially equitable homeless response system. RTFH staff have begun participating in various convenings with other communities across the country focused on racial equity as part of the BFZ initiative. Many of the national BFZ racial equity indicators are embedded in the workplan of the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. RTFH staff have been in communication with the National Alliance to End Homelessness’s Racial Equity

Network lead staff. The RTFH is seeking to incorporate the NAEH's racial equity toolkit within the local work on addressing racial disparities. Lastly, as of April 19, 2021, the date of the amendment to this application RTFH has been working with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to identify national experts to provide technical assistance to the Committee and the community to move to action. RTFH would also be accepting of technical assistance from the State of CA to support this work.

Racial Equity Efforts Question 8 - End Answer

9. How will the applicant ensure that racial disparities are addressed with this funding?

Racial Equity Efforts Question 9 - Begin Answer

RTFH is keenly aware of racial disparities that exist among people experiencing homelessness, as compared to the region's general population. This is most evident among people who identify as Black/African American. The Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans was convened specifically to identify the scope of the problem and develop systemic recommendations for the CoC Advisory Board. HHAP-2 funds will be distributed based on community engagement processes, including input from the Ad-Hoc on Addressing Homelessness Among Black San Diegans. As the Committee develops systemic recommendations to effectively reduce the prevalence of homelessness among people who are Black in San Diego, those policies and practices will be incorporated into HHAP-2 funding opportunities to the community.

Racial Equity Efforts Question 9 - End Answer

In addition to the narrative questions above, check all boxes that apply to the applicant's community:

Table – Racial Equity Assessment

RACIAL EQUITY ASSESSMENT (check all that apply)	
<b>Racial Equity Assessment Statement:</b> We have a racial equity policy within the organization I work for.	Racial Equity Assessment Response: <b>Planning to Implement</b>
<b>Racial Equity Assessment Statement:</b> We collect racial, ethnic and linguistic data on clients and constituents outside of HMIS.	Racial Equity Assessment Response: <b>Implemented</b>
<b>Racial Equity Assessment Statement:</b> We provide language interpreter/translator services for people who speak languages other than English.	Racial Equity Assessment Response: <b>Implementing but could benefit from assistance</b>
<b>Racial Equity Assessment Statement:</b> We collect data on service-user or constituent satisfaction with our organization regarding racial equity.	Racial Equity Assessment Response: <b>Planning to Implement</b>
<b>Racial Equity Assessment Statement:</b> We have formal partnerships with organizations of color.	Racial Equity Assessment Response: <b>Planning to Implement</b>

**Racial Equity Assessment Statement:** We allocate resources for engagement and outreach in communities of color.

Racial Equity Assessment Response: **Planning to Implement**

**Racial Equity Assessment Statement:** Racial equity and cultural competency training are offered to employees within the applicant's organization.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

**Racial Equity Assessment Statement:** We meet regularly with leaders from communities of color specifically to discuss racial equity within the homelessness system.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

**Racial Equity Assessment Statement:** We analyze to assess whether equitable access to new and existing shelter facilities is being provided to people of color, especially Black, Latinx, and Indigenous populations most impacted by homelessness, and examine data to determine if there are other disparities to be addressed, such as by age, ethnicity, disability, gender status, family composition, etc.

Racial Equity Assessment Response: **Implemented**

**Racial Equity Assessment Statement:** We have convened and actively engage with a lived experience board that represents the population served.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

**Racial Equity Assessment Statement:** We ensure strategies and communications efforts have broad geographic reach, including into rural areas and in support of Tribal communities.

Racial Equity Assessment Response: **Planning to Implement**

**Racial Equity Assessment Statement:** Providers and front-line staff reflect the people they serve including the necessary language skills to serve sub-populations.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

**Racial Equity Assessment Statement:** We have access to data on racial/ethnic disparities to guide our planning and implementation of HHAP funding.

Racial Equity Assessment Response: **Implemented**

**Racial Equity Assessment Statement:** Our work includes performance measures to determine how well we are doing to address racial disparities.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

**Racial Equity Assessment Statement:** We have developed and implemented a plan to address racial disparities in the homelessness response system.

Racial Equity Assessment Response: **Planning to Implement**

**Racial Equity Assessment Statement:** We host or participate in trainings dedicated to improving equitable outcomes.

Racial Equity Assessment Response: **Implementing but could benefit from assistance**

## 7. Regional Collaboration and Partnerships

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HHAP program funds are intended to support regional coordination and expand local capacity to address homelessness. Demonstration of how jurisdictions have coordinated and will continue to coordinate with other jurisdictions is a critical factor of funding. With HHAP-1 funding, applicants were required to partner with other applicants to make collective funding decisions for their communities. HHAP-2 funding should increase and improve those partnership efforts.

To successfully complete this section of the application, applicants must provide the following:

1. Describe the process by which neighboring HHAP-funded jurisdictions are coordinating together to address homelessness, including funding collaboration and coordination, peer learning, and data sharing.

Regional Collaboration and Partnerships Question 1 - Begin Answer

The three HHAP funded jurisdictions within San Diego County include the RTFH, the City of San Diego, and the County of San Diego. These entities comprise the largest funders of services and housing for people who are at risk of, or who are experiencing homelessness throughout the entire county. Ongoing coordination is achieved through several mechanisms:

- RTFH Continuum of Care Advisory Board: The 31-member Board includes representatives from the City of San Diego and its Housing Authority, and the County of San Diego along with its Housing Authority. Among the various members of the Board, there are representatives who work primarily within the City of San Diego, as well as many whose efforts focus in other portions of the county. The Advisory Board is a collective impact body working with RTFH to implement effective approaches to integrating services and housing to reduce homelessness.
- Funders Together to End Homelessness: The local chapter of Funders Together to End Homelessness includes RTFH, the City, and the County on their Board, along with private philanthropists and foundations. This allows for coordination of region-wide efforts to target philanthropical funding to meet gaps in permanent housing.
- COVID Coordination Activities: RTFH routinely meets with representatives from the City of San Diego and with representatives from the County of San Diego to coordinate efforts across jurisdictions. During 2020, there was a substantial amount of effort dedicated to establishing a coordinated effort within the City of San Diego to provide shelter with adequate spacing, and a variety of services, for people who were unsheltered as part of the overall Shelter to Home effort, which represents an integrated, intensive response to people who are homeless and those who are at higher risk of contracting COVID.

- RTFH/County Coordination: On at least a monthly basis, the RTFH and the County meet to address shared initiatives, with a focus toward partnership and collaboration. RTFH and the County understand the importance of transparency in working with one another and clearly establishing the role of each entity in the partnership.
- RTFH/City Coordination: RTFH and the City of San Diego routinely coordinate on a variety of efforts. In 2019, the City completed its Homelessness Action Plan, in which the RTFH was key partner in the development of the plan. Recognizing that approximately 65% of people experiencing homelessness are concentrated in the City of San Diego (per the RTFH Community Dashboard), RTFH works closely with the City to establish interventions to meet the goals as described in the Homelessness Action Plan. Data is used to drive the development of efforts across the RTFH, City of San Diego and the County of San Diego. The establishment of RTFH's public-facing Dashboards allows for transparent sharing of data and system indicators to jointly identify areas that are underserved or services that may be underperforming.

Regional Collaboration and Partnerships Question 1 - End Answer

2. Describe the ways HCFC funding plans are coordinated with regional partners that are also receiving HCFC funding. If there are changes to the funding plans, how are partners informed of these changes?

Regional Collaboration and Partnerships Question 2 - Begin Answer

As described above, there is extensive coordination across the HCFC funding partners through a variety of mechanisms. This allows for ongoing communication and coordination of funding for the entire region. Through regular meetings between RTFH, the City of San Diego, the San Diego Housing Commission, and the County of San Diego, the plans for distribution of HHAP funds will be communicated, as the CoC plans are developed through the community engagement process.

Regional Collaboration and Partnerships Question 2 - End Answer

3. Using the experience with HHAP-1 planning, describe successes that have come out of regional coordination and partnering efforts. Also, describe any barriers the applicant has experienced in working with regional partners. Explain any strategies identified that have contributed to the address these barriers.

Regional Collaboration and Partnerships Question 3 - Begin Answer

Spending of HHAP-1 funds has not occurred in San Diego. The plan for HHAP-1 funding was to assess the impact of HEAP funding and YHDP funding and identify additional system gaps. Due to COVID-19 there has been a delay in

a community engagement process for the release of HHAP-1 funds. In addition, many homeless service providers received CARES act funding and need support in aligning these funds to maximize impact. As the pandemic has continued, providers are also facing various challenges like staffing capacity and technology to work remotely. Individuals and families experiencing homelessness also face increased challenges with accessing technology as locations like libraries and coffee shops are closed, transportation is more limited, and housing has become more difficult to access. Strategies to address some of these barriers include increase in outreach services, partnering with Lucky Duck to distribute meals to those still unsheltered, and establishing an Ad Hoc Committee to Addressing Homelessness Among Black San Diegans.

Despite the public health pandemic, and other challenges facing the community, progress has been made throughout the year. These are examples of the work that has continued to move forward through partnerships, efforts in response to the global health pandemic, and recognition of work that lies ahead of us.

\*\*\*SEE PAGES 46-48 OF ATTACHED APPLICATION FOR LIST/NARRATIVE OF PARTNERSHIPS\*\*\*

Regional Collaboration and Partnerships Question 3 - End Answer

4. How will HHAP-2 funding support and scale current partnerships?

Regional Collaboration and Partnerships Question 4 - Begin Answer

RTFH strives to continue to establish deeper relationships with regional collaborative structures, city governments, and with people with lived experience. HHAP-2 funds provide an opportunity to continue to build capacity in our community by strengthening current partnerships and establishing new partnerships.

RTFH initially partnered with 21 subrecipients throughout San Diego County and awarded nearly \$15 million in HEAP funding. Since June 1, 2020, RTFH has awarded more than \$2 million in additional HEAP funding, to three new partners: the McAlister Institute, North County Lifeline (NCL), and Brilliant Corners. These contracts also reflect RTFH's responsibility and commitment to a regional approach as the McAlister is located in the east region of San Diego County, North County Lifeline serves the northern area of San Diego, and Brilliant Corners will provide services to the entire San Diego region. Working with NCL and McAlister also supports the funding priorities and initiatives of Outreach, and Prevention and Diversion.

NCL provides critical services to homeless youth in the northern area of San Diego County. The services provided by NCL are critical to addressing youth homelessness and fill a service gap in this region. Partnering with NCL

compliments the work of other youth providers who are subrecipients of HEAP Homeless Youth grant funding and YHDP funding.

McAlister Institute is located in the east region of San Diego County and provides 24 different programs representing a continuum of care which spans prevention, outreach, intervention, deferred entry programs, outpatient treatment, short-term residential, long-term residential, and sober living. McAlister Institute has been a critical partner in supporting our region in outreach and diversion.

As mentioned previously, RTFH included the creation of a regional Flexible Housing Pool (FHP) to operate throughout San Diego County as part of the 2019 and 2020 Work Plan. In June 2020 the RTFH and partners selected Brilliant Corners, a nationally recognized non-profit with similar models in Los Angeles and San Francisco, to operate the FHP. The contract with Brilliant Corners began July 1, 2020 and work immediately began with stakeholders to educate the community on what an FHP is and how it will support the overall county in utilizing the existing rental market. During the first quarter of the contract was dedicated to program start-up and implementation activities, including meeting with the Veteran's Administration, the County of San Diego, and YHDP providers to establish processes to house Veterans and Youth. Beginning in October, Brilliant Corners began securing units and placing people, including supporting Shelter to Home transition of people in non-congregate shelters to housing.

The FHP is intended to cover the entire county, including all 18 cities and the unincorporated areas. RTFH has engaged with the 18 cities to educate them on the FHP and how they could provide landlord incentives or leverage local funds, such as Permanent Local Housing Allocation (PLHA) or CDBG and integrate the FHP into their housing plan. In June 2020, the City of Carlsbad allocated funds toward the FHP. The RTFH is currently working with the Carlsbad to ensure the investment best meets their City's housing needs. RTFH anticipates that other cities will join in this partnership.

Regional Collaboration and Partnerships Question 4 - End Answer

5. Describe applicant's share of the regional need as well as the share of the regional need from partnering jurisdictions (CoC, County, Large City). Describe the methodology used for determining the share of the regional need.

Regional Collaboration and Partnerships Question 5 - Begin Answer

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 each entity's roles and responsibilities to ending homelessness throughout San Diego is critical. RTFH's 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 of San Diego:

- o 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.

- o 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.

- o 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 Continuum of Care (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. In 2020, the RTFH established a two-board structure, in which an RTFH non-profit Board was established to oversee the RTFH finances and operations. The 31-member collective impact Board was designated as the Continuum of Care Advisory Board, and advises on policy and best practices throughout the region.

- County of San Diego: The County of San Diego's Health and Human Services Agency (HHS) is a fully integrated health, human services and housing Agency, providing 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 the unincorporated area. HHS's Housing and Community Development Services is the second largest public housing

authority in the county, with the San Diego Housing Commission being the largest.

#### Share of Regional Need

While the City of San Diego's share of the regional need is clearly defined by the City's jurisdictional boundaries, the regional need for the entire county is shared between RTFH and the County of San Diego.

RTFH's role is to work with an integrated array of stakeholders to prevent and end homelessness in San Diego. RTFH serves as the policy expert and lead coordinator for the introduction of new models and implementation of best practices throughout the county. RTFH is also responsible for providing essential data and insights on the issue of homelessness, informing policy and driving system design and performance. HHAP-2 funds will support the ongoing efforts of HEAP and YHDP, and additional funding gaps identified during community engagement sessions.

The County of San Diego is responsible for housing and services throughout the unincorporated area, as well as for safety net services throughout the entire county. The County provides critical services to disenfranchised populations who may be at higher risk for homelessness or are more difficult to house, such as people with behavioral health concerns, families involved in the Dependency Court system, people with very limited incomes, and people with compromised health conditions such as TB, HIV/AIDS, and COVID.

The RTFH, City of San Diego, and the County of San Diego are the three primary funders of housing and services to people experiencing homelessness throughout the region. Due to the differing share of regional need, constant coordination and efforts to braid resources across jurisdictions is recognized and addressed through ongoing collaboration across the entities.

#### Regional Collaboration and Partnerships Question 5 - End Answer

6. Describe how HHAP-2 funds will be integrated into the current regional strategic plan to address homelessness. Has the region's strategy for use of HHAP funding changed since HHAP-1?

#### Regional Collaboration and Partnerships Question 6 - Begin Answer

The Regional Strategic Plan is currently in the process of being updated to comprehensively reflect all funds, priorities, efforts and goals to meet identified gaps throughout the county. The finalization of a regional strategic plan to address homelessness was delayed due to the pandemic. RTFH is establishing a timeframe to finalize the regional strategic plan and continues to implement several of its initiatives. HHAP-2 funds will be used to support the overall plan and be included as part of the region's funding portfolio to

address homelessness. The region's strategy has not changed since HHAP-1, however, the implementation of the strategy has been delayed.

Regional Collaboration and Partnerships Question 6 - End Answer

7. When spending plans need to be adjusted in response to changing needs in the community, how are collaborative partners involved in those decisions?

Regional Collaboration and Partnerships Question 7 - Begin Answer

The RTFH is a collective impact organization. RTFH strives to be a transparent, inclusive organization, and spending plan adjustments are shared as appropriate through the 31-member CoC Advisory Board, Ad Hoc Committees, the General Membership, and other stakeholders. Regular reports are provided at the monthly General Membership meeting and CoC Advisory Board meeting. The County of San Diego and the City of San Diego are active members of the Board and also participate in the General Membership meeting, supporting the importance and value of sharing information with collaborative partners in the community.

Regional Collaboration and Partnerships Question 7 - End Answer

8. Has a youth-specific strategy been identified within the applicant's region? If so, please describe. If not, why not?

Regional Collaboration and Partnerships Question 8 - Begin Answer

As described in section 3.4, the San Diego County Coordinated Community Plan to End Youth Homelessness (CCP) describes the regional strategy for supporting young people in making sustained exits from homelessness. These efforts address barriers at the system and program levels and include targeted investments through YHDP and HEAP in system tools, housing, and services. In summary, the region's strategy is as follows:

Identify all youth experiencing homelessness

Through HEAP and YHDP revenue, funding was established to place Youth System Navigators throughout San Diego County to support the identification of young people experiencing homelessness, navigation of coordinated entry to access housing, connect to host-housing resources and mainstream benefits, and connect youth to other supports such as education and employment. As part of this overall effort to identify and help youth obtain housing through the system, the number of Access Sites across the county were expanded as one-stop shops for connecting youth to resources. The Access Sites have begun using youth-specific assessment tools that were developed with input from young people and youth providers. A prioritization tool was created and a by name list established through the CES of all youth enrolled in the system. This allowed focused case conferencing to be established, connecting youth advocates to strategize on how to meet the housing needs of youth falling in the highest priorities. Expanded the number

of access sites across San Diego County as one-stop shops for connecting to resources. Ongoing training is being provided to youth-serving providers to understand and share best practices.

Expand family reunification, natural supports, or other prevention or diversion strategies to prevent youth from entering shelters

Effectively supporting youth requires the availability of flexible funding for providers to use to meet individual youth's needs using a person-centered approach. RTFH provided flexible funding to support young people and their families remain stabilized in housing through limited emergency housing financial assistance, mediation, counseling, food assistance, referrals and overall care coordination. In addition, recognizing that homelessness among youth can be prevented or diverted, region-wide training on diversion was provided to all youth serving organizations.

Provide a continuum of housing resources

San Diego recognizes and is committed to providing an array of housing resources to meet individual needs. Simply mimicking the adult continuum of housing options for youth does not recognize their unique needs. As a result, RTFH implemented innovative housing models such as host homes and shared housing to give youth more options for housing that meets their needs. In addition, YHDP funds were invested in Joint Transitional Housing/Rapid Rehousing projects. The Transitional Housing component provides a safe space for young people to live, while the providing financial assistance and wrap around supportive services to help them move into and stabilize permanent housing through Rapid Rehousing. In further recognition of the unique needs of youth, the Rapid Rehousing standards are being expanded through a technical assistance contract to reflect current best practices in the intervention and how they can best accommodate young people. As a demonstration project, HUD approved San Diego's YHDP to operate housing projects with shorter term leases, up to 36 months of rental assistance, and up to 48 months of care coordination. While this currently applies to YHDP funded housing projects, San Diego intends to establish these HUD-approved requirements for the overall youth system, regardless of funding source, including HHAP-2.

Connect youth to education, employment, and entrepreneurialism and support permanent connections and social-emotional well-being

Youth entering YHDP funded programs are offered an educational, employment or entrepreneurial opportunity; school retention is emphasized and programs have access to a Youth Service Navigator through the San Diego County Office of Education to support educational goals. Connection to mainstream benefits, including health insurance, mental health and/or substance use disorder treatment is provided as necessary and requested.

Continuous Quality Improvement

As previously noted, RTFH prides itself on data-driven decision making. This equally applies to the youth system. To achieve this goal, data collection has been improved by increased participation in HMIS by new youth projects to assess system effectiveness. In addition, working groups to review and adjust key components of the system including a Youth CES workgroup, Youth Action Board, and bi-weekly meetings with youth providers have been instituted. Other targeted workgroups address the gaps through cross system collaboration such as behavioral health services, education, and projects of the San Diego Youth Homelessness Consortium.

Regional Collaboration and Partnerships Question 8 - End Answer

9. Describe how youth-specific local partners are involved in making regional planning or spending decisions.

Regional Collaboration and Partnerships Question 9 - Begin Answer

The San Diego CoC Governing Board sets the priorities for the annual allocation of about \$28 million through the CoC Notice of Funding Availability. The CoC Governing Board includes several youth provider representatives and the CoC also has a Youth Action Board (YAB) comprised of youth and young adults with lived experience that provides input into local decision-making.

The YAB was a key contributor to the CCP, facilitating community input sessions, vetting data, and recommending the funding priorities established in the plan. YAB approved the CCP and all demonstration projects funded with YHDP dollars. Projects were solicited through an RFP process. HEAP funding was aligned with the CCP and YHDP bringing additional dollars to support Prevention and Diversion, Youth Housing Navigation, Rapid Rehousing and Host Homes specifically targeted to address the needs of youth.

YAB continues to be engaged in continuous quality improvement activities. The YAB reviews grant spend downs and numbers served monthly and hosts a quarterly forum to review performance data and to provide insight into challenges and suggest adjustments. YAB will provide voice into priorities for HHAP 2 funding.

Regional Collaboration and Partnerships Question 9 - End Answer

## 8. Housing First Assessment

Housing First-oriented programs are low or no barrier and client-centered, emphasizing client-choice. Housing is not viewed as a reward or incentive for achieving specific goals or participating in a specific program, but as necessary to help a family or individual stabilize and meaningfully access services, which are offered as needed on a voluntary basis. In practice, this means that programs connect participants to permanent housing as quickly as possible with few to no preconditions, behavioral contingencies, or other barriers at enrollment or throughout the program.

Health and Safety Code Section 50220.5(g) mandates that all recipients of state homelessness funding shall comply with Housing First as provided in Chapter 6.5 (commencing with Section 8255) of Division 8 of the Welfare and Institutions Code.

To successfully complete this section of the application, applicants will need to assess their current policies and check all that apply:

Table – Housing First Assessment

Housing First Assessment (check all that apply)
<p><b>Housing First Assessment Statement:</b> Access to programs is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Programs or projects do everything possible not to reject an individual or family on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that are interpreted as indicating a lack of “housing readiness.” Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> People with disabilities are offered clear opportunities to request reasonable accommodations within applications and screening processes and during tenancy and building and apartment units include special physical features that accommodate disabilities. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Programs or projects that cannot serve someone work through the coordinated entry process to ensure that those individuals or families have access to housing and services elsewhere. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Housing and service goals and plans are highly client centered and driven. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Supportive services emphasize engagement and problem-solving over therapeutic goals. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Participation in services or compliance with service plans are not conditions of tenancy but are reviewed with clients and regularly offered as a resource to clients. Housing First Assessment Response: <b>Yes</b></p>
<p><b>Housing First Assessment Statement:</b> Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use and addiction are a part of some clients' lives. Clients are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.</p>

Housing First Assessment Response: Yes

**Housing First Assessment Statement:** Substance use in and of itself, without other lease violations, is not considered a reason for eviction.

Housing First Assessment Response: Yes

**Housing First Assessment Statement:** Clients are given reasonable flexibility in paying their share of rent on time and offered special payment arrangements for rent arrears and/or assistance with financial management, including representative payee arrangements as needed.

Housing First Assessment Response: Yes

**Housing First Assessment Statement:** Every effort is made to provide a client the opportunity to transfer from one housing situation, program, or project to another if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided.

Housing First Assessment Response: Yes

## 9. Expenditure Plan

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HHAP-2 Submission Expenditure Plan - NOFA-HHAP00033

CoC / Large City / County Name:

CoC / Large City / County Name Response: San Diego City and County CoC

Administrative Entity Name:

Administrative Entity Name Response: San Diego Regional Task Force on the Homeless

Receiving Redirected Funds?

Receiving Redirected Funds? Response: No

Total Redirected Funding:

Total Redirected Funding Response:

Table – HHAP Funding Expenditure Plan – Eligible Use Categories and Funding

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
Rapid Rehousing			\$341,059.96	\$341,059.96	\$341,059.96	\$341,059.96	\$1,364,239.84
Rapid Rehousing: Youth Set-Aside			\$24,507.30	\$24,507.30	\$24,507.30	\$24,507.30	\$98,029.20
Operating Subsidies and Reserves							

Operating Subsidies and Reserves: Youth Set-Aside							
Street Outreach			\$269,580.33	\$269,580.33	\$269,580.33	\$269,580.33	\$1,078,321.32
Street Outreach: Youth Set-Aside			\$14,295.93	\$14,295.93	\$14,295.93	\$14,295.93	\$57,183.72
Services Coordination			\$94,965.80	\$94,965.80	\$94,965.80	\$94,965.80	\$379,863.20
Services Coordination: Youth Set-Aside			\$13,274.79	\$13,274.79	\$13,274.79	\$13,274.79	\$53,099.16
Systems Support			\$61,268.26	\$61,268.26	\$61,268.26	\$61,268.26	\$245,073.04
Systems Support: Youth Set-Aside							
Delivery of Permanent Housing							
Delivery of Permanent Housing: Youth Set-Aside							
Prevention and Shelter Diversion			\$356,377.01	\$356,377.01	\$356,377.01	\$356,377.01	\$1,425,508.04
Prevention and Shelter Diversion: Youth Set-Aside			\$50,035.74	\$50,035.74	\$50,035.74	\$50,035.74	\$200,142.96
New Navigation Centers and Emergency Shelters							
New Navigation Centers and Emergency Shelters: Youth Set-Aside							
Strategic Homelessness Planning, Infrastructure Development, CES and HMIS (up to 5%)			\$63,821.10	\$63,821.10	\$63,821.10	\$63,821.10	\$255,284.40
Administrative (up to 7%)			\$89,349.54	\$89,349.54	\$89,349.54	\$89,349.54	\$357,398.16

TOTAL FUNDING ALLOCATION:

Total Funding Allocation Response: \$5,105,688.00

TOTAL YOUTH SET-ASIDE (at least 8%):

Total Youth Set-Aside (at least 8%) Response: \$408,455.04

EXPENDITURE PLAN COMMENTS:

Expenditure Plan Comments Response:

Not provided in submitted application PDF.

The HHAP funding plan and budget presented in this narrative have not been approved by the RTFH Board of Directors or the CoC Advisory Board and is only based on the funding priorities identified for the Homeless Emergency Aid Program (HEAP) and Youth Homelessness Demonstration Project (YHDP). The numbers provided are based on percentages of HEAP funds awarded within the eligible uses of HHAP-2. As stated in the HHAP-1 application, RTFH intends to use HHAP-2 funds to support the ongoing efforts of HEAP, YHDP, and additional funding gaps identified during community 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-2 funds. Given the updated budget categories in HHAP-2 and the need to assess the impacts of COVID-19, 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 data, best practices, and 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. Once the funding priorities are determined, RTFH will release a Request for Proposal to select projects to be funded. RTFH will follow HCFC's process which allows for HHAP budgets to be amended to accurately reflect the final projects to be funded.

## 10. HHAP Round 2 Funding Plan 1

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response: Rental Assistance

**Total Funds Requested:**

Total Funds Requested Response: \$1,364,239.84

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response: \$1,364,239.84

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months  
Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months  
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions  
% of exits from emergency shelters to permanent housing solutions  
response:

Describe plan to connect residents to permanent housing  
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Rapid Rehousing: This category includes HEAP and YHDP funded projects for Rapid Rehousing, landlord incentives, and the Flexible Housing Pool. Rapid Rehousing is an evidence-based practice and is a critical part of the continuum of services in housing solutions. Like many communities, San Diego is faced with low vacancy rates and the high cost of housing, which create significant challenges in addressing homelessness. In addition, San Diego did not have a single entity responsible for regional landlord engagement, resulting in extreme variations and levels of landlord engagement throughout San Diego County. The RTFH understands that meeting the housing inventory needs requires a multi-pronged approach that includes new development of affordable housing units and permanent supportive housing units, but also recognizes there are opportunities and an urgent need to better access and utilize the existing rental market in the region. RTFH included the creation of a regional Flexible Housing Pool (FHP) to operate throughout San Diego County as part of the 2019 and 2020 Work Plan. The FHP was initiated in July 2020 and covers the entire County of San Diego, including all 18 cities and the unincorporated areas. RTFH dedicated HEAP funds to this initiative and will look to dedicate HHAP funds to continue this much needed resource. Additional funding includes CESH funds from the County of San Diego, and philanthropic support from Funders Together to End Homelessness in San Diego (FTEHSD).

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Rapid rehousing and landlord incentives are vital to house people in the San Diego region. Rapid Rehousing standards are also being finalized to reflect the most effective approaches in delivering Rapid Rehousing to ensure people can sustain their housing at the end of assistance and includes specific approaches for youth. As with many communities, San Diego has an extremely expensive and competitive housing market. The ability to provide landlord incentives to secure units is critical and will help the region achieve goals of addressing Veteran and Youth homelessness. The City of San Diego's Homeless Action Plan identified that the housing inventory needed to include 20% of units be in the private rental market. The City implemented a landlord engagement program to meet this need within the City of San Diego and have had great success. Recognizing this is still a need for the rest of the San Diego region, RTFH established the Flexible Housing Pool to serve the entire San Diego region.

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Data presented in the narrative indicates that Black San Diegans experience homelessness at disproportionately higher rates. As part of the comprehensive community engagement process, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans will provide input into the use of the funds. The Committee is currently developing a work plan to identify system-wide recommendations on effectively addressing the prevalence of homelessness among Black residents.

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

For all interventions identified, the RTFH continuous improvement process includes review of HMIS data, intensive listening session with subrecipients, and performance monitoring to ensure subrecipients are adhering to the terms of their agreements with RTFH. Monitoring occurs annually for each

project that is either funded through the CoC or is a direct recipient of funds through RTFH.

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

As described in the narrative, RTFH is a HUD funded Youth Homeless Demonstration Project (YHDP), and through that funding, established the San Diego CCP. The community has implemented a variety of best practices for young people and interventions will follow the strategies outlined in the CCP.

- Center youth in the design and oversight of activities
- Identify all youth experiencing homelessness
- Provide a variety of safe and stable housing resources
- Ensure resources are accessible across the county
- Support social well-being and permanent connections
- Connect youth to education, employment, & entrepreneurialism
- Utilize outreach and prevention & diversion strategies
- Facilitate collaboration across systems
- Measure progress and adjust – continuous quality improvement

Funding Plan – Question 7 – Response Ends

## 11. HHAP Round 2 Funding Plan 2

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response: Outreach

**Total Funds Requested:**

Total Funds Requested Response: \$1,078,321.32

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response: \$1,078,321.32

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Street Outreach: Funds will support the outreach expansion previously funded through HEAP and YHDP as there are little to no other eligible funding streams to support this work. In assessing the outreach services in San Diego, it was determined that outreach services were extremely targeted and limited in their frequency. RTFH awarded HEAP funds to support the expansion of street outreach, specifically in smaller cities like Chula Vista and Oceanside. There is a need to continue funding this work. Determination of the regional allocation of Street Outreach funds will be informed by the number of existing outreach workers in each region and ensuring adequate coverage of general homeless outreach.

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Street Outreach: Under RTFH's leadership, the community recently adopted Homeless Outreach Policies and accompanying Standards. The investment in street outreach will assist the region in ensuring there are appropriately trained outreach workers who are not affiliated with any specific program, but whose efforts are dedicated to helping people experiencing homelessness access permanent housing. HHAP-2 Street Outreach funds will support identified areas of need, where existing funding may be expiring and other revenue sources are unavailable. Mobile outreach technology, under development in partnership with the local HMIS vendor, will enhance coordination of regional outreach efforts and deployment of outreach workers to the areas of highest need.

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Data presented in the narrative indicates that Black San Diegans experience homelessness at disproportionately higher rates. As part of the comprehensive community engagement process, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans will provide input into the use of the funds. The Committee is currently developing a work plan to identify system-wide recommendations on effectively addressing the prevalence of homelessness among Black residents.

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

For all interventions identified above, the RTFH continuous improvement process includes review of HMIS data, intensive listening session with subrecipients, and performance monitoring to ensure subrecipients are adhering to the terms of their agreements with RTFH. Monitoring occurs annually for each project that is either funded through the CoC or is a direct recipient of funds through RTFH.

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k)) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

As described in the narrative, RTFH is a HUD funded Youth Homeless Demonstration Project (YHDP), and through that funding, established the San Diego CCP. The community has implemented a variety of best practices for young people and interventions will follow the strategies outlined in the CCP.

- Center youth in the design and oversight of activities
- Identify all youth experiencing homelessness
- Provide a variety of safe and stable housing resources
- Ensure resources are accessible across the county

- Support social well-being and permanent connections
- Connect youth to education, employment, & entrepreneurialism
- Utilize outreach and prevention & diversion strategies
- Facilitate collaboration across systems
- Measure progress and adjust – continuous quality improvement

Funding Plan – Question 7 – Response Ends

## 12. HHAP Round 2 Funding Plan 3

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response: Services

**Total Funds Requested:**

Total Funds Requested Response: \$379,863.20

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response: \$379,863.20

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Services Coordination: Funds will support the housing navigation services previously funded through HEAP or YHDP. This includes comprehensive care coordination for people who are experiencing homelessness, including assisting them in accessing mainstream benefits, health and behavioral health services, assistance with connecting to vocational and educational opportunities, and housing.

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Services Coordination: Navigating the complex systems of services and housing throughout San Diego is challenging and can result in a delay of services and housing to those experiencing homelessness. Funding service coordination will allow for earlier interventions and support the collaboration between the County of San Diego Health and Human Services Agency and strengthen partnerships with other entities like Medi-Cal Managed Care Plans. HHAP-2 funds afford RTFH the ability to provide overall care coordination to people who are homeless, regardless of any underlying diagnosis, utilization, or coverage. This is a critical gap throughout the region, and without effective care coordination, which often may include supports from people with lived experience, it amplifies the difficulties of people becoming, and remaining, housed.

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:  
Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Data presented in the narrative indicates that Black San Diegans experience homelessness at disproportionately higher rates. As part of the comprehensive community engagement process, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans will provide input into the use of the funds. The Committee is currently developing a work plan to identify system-wide recommendations on effectively addressing the prevalence of homelessness among Black residents.

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

For all interventions identified above, the RTFH continuous improvement process includes review of HMIS data, intensive listening session with subrecipients, and performance monitoring to ensure subrecipients are adhering to the terms of their agreements with RTFH. Monitoring occurs annually for each project that is either funded through the CoC or is a direct recipient of funds through RTFH.

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k)) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

As described in the narrative, RTFH is a HUD funded Youth Homeless Demonstration Project (YHDP), and through that funding, established the San Diego CCP. The community has implemented a variety of best practices for young people and interventions will follow the strategies outlined in the CCP.

- Center youth in the design and oversight of activities
- Identify all youth experiencing homelessness
- Provide a variety of safe and stable housing resources
- Ensure resources are accessible across the county
- Support social well-being and permanent connections
- Connect youth to education, employment, & entrepreneurialism
- Utilize outreach and prevention & diversion strategies
- Facilitate collaboration across systems

- Measure progress and adjust – continuous quality improvement

Funding Plan – Question 7 – Response Ends

### 13. HHAP Round 2 Funding Plan 4

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response: Diversion and Homelessness Prevention

**Total Funds Requested:**

Total Funds Requested Response: \$1,425,508.04

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response: \$1,425,508.04

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Prevention and Diversion: HEAP funds were allocated to establish and expand prevention and diversion activities to assist people who are at-risk of homelessness to stabilize in housing and prevent falling into homelessness. HEAP funded a collaborative of providers with 211 to develop a Prevention Triage Tool, which is being evaluated by San Diego State University. HHAP-2 funds will be considered for use to continue these efforts. RTFH is also actively working on Shared Housing approaches. the RTFH promoted and participated in community trainings on shared housing supported by Funders Together to End Homelessness San Diego. One of the elements necessary for successful Shared Housing models is conflict resolution skill-building and mediation. RTFH did award HEAP funds for conflict-resolution skill building and mediation and may consider allocating additional HHAP-2 funds to support this component of the Shared Housing model in San Diego.

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Prevention and Diversion: Recognizing the role of Prevention and Diversion in an effective homeless response system, RTFH created avenues to test approaches and apply new practices through a coordinated effort. HEAP funds were used to provide flexible funds to creatively address the needs of people at imminent risk of homelessness avoid an episode of homelessness. HHAP-2 funds will be used to further implement best practices in keeping people from entering into homelessness. As mentioned previously, supporting the community in a shared housing approach, is critical to meeting the housing inventory needs of the region. Continued funding will be critical to support successful housing matches and conflict resolution.

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Data presented in the narrative indicates that Black San Diegans experience homelessness at disproportionately higher rates. As part of the comprehensive community engagement process, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

For all interventions identified above, the RTFH continuous improvement process includes review of HMIS data, intensive listening session with subrecipients, and performance monitoring to ensure subrecipients are adhering to the terms of their agreements

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k)) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

As described in the narrative, RTFH is a HUD funded Youth Homeless Demonstration Project (YHDP), and through that funding, established the San Diego CCP. The community has implemented a variety of best practices for young people and interventions will fo

Funding Plan – Question 7 – Response Ends

## 14. HHAP Round 2 Funding Plan 5

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response:

**Total Funds Requested:**

Total Funds Requested Response:

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

## 15. HHAP Round 2 Funding Plan 6

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response:

**Total Funds Requested:**

Total Funds Requested Response:

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

## 16. HHAP Round 2 Funding Plan 7

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Submission ID: NOFA-HHAP00033

**Intervention Type:**

Intervention Type Response:

**Total Funds Requested:**

Total Funds Requested Response:

**HHAP Eligible Uses:**

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

**Demonstrated Need Data:**

# of available shelter beds

# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

**2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

**3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

**4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

**5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

**6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

**7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

**Homelessness Response Local Investment Plan**

Please refer to the following for guidance and a sample plan:

[Guide to Strategic Uses of Key State and Federal Funds to Reduce Homelessness During the COVID-19 Pandemic](#)

Use the Table below to complete the Regional Resources Guide for submittal with your HHAP application. Refer to the Sample Local Investment Plan on page 11 of the Guide to Strategic Uses of Key State and Federal Funds as an example (link above).

<b>Applicant Name:</b>	San Diego Regional Task Force on the Homeless
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**Part 1: Summary of Investment Plan**

1. Support providers to fully expend CoC funding on eligible uses within the identified funding priorities: Permanent Housing, Joint Transitional Housing and Rapid Rehousing, Transitional Housing, and Supportive Services
2. Use HEAP funds and YHDP funds for additional rapid rehousing if other funding sources like ESG is insufficient
3. Use HEAP funds to continue operations of other forms of non-congregate shelter including safe parking
- 4.

**Part 2: Priority and Order of Use of Funding Sources**

Non-Congregate Shelter/Interim Housing (Capital / Operations / Services)		Rental Assistance (Short-Term to Permanent)		Permanent Supportive and Service Enriched Housing (Capital / Operations / Services)		Diversion and Homelessness Prevention	
Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1	
Funding Source:	CoC (via HUD)	Funding Source:	CoC (via HUD)	Funding Source:	CoC (via HUD)	Funding Source:	HEAP (via HCFC)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$322,187.00	Funding Amount:	\$11,227,146.00	Funding Amount:	\$1,084,336.00	Funding Amount:	\$6,567,360.00
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	May 31, 2021
Funded Activity:	Other	Funded Activity:	Permanent	Funded Activity:	Services	Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	2 projects funded for Transitional Housing	Narrative Description (Optional):	22 projects funded for PSH	Narrative Description (Optional):	2 projects funded for Supportive Services Only	Narrative Description (Optional):	Non-youth: \$5,602,360.00 Youth Set-Aside: \$965,000.
Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2	
Funding Source:	HEAP (via HCFC)	Funding Source:	CoC (via HUD)	Funding Source:	HEAP (via HCFC)	Funding Source:	CoC (via HUD)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$626,862.00	Funding Amount:	\$7,252,267.00	Funding Amount:	\$1,817,618.00	Funding Amount:	\$1,260,000.00
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	May 31, 2021	Deadline for Expenditure:	November 31, 2021
Funded Activity:	Other	Funded Activity:	Other	Funded Activity:	Services	Funded Activity:	Other
If Other, list:	Safe Parking	If Other, list:	Rapid Rehousing	If Other, list:	Housing Navigation	If Other, list:	Prevention and Diversion
Narrative Description (Optional):		Narrative Description (Optional):	12 projects funded	Narrative Description (Optional):	Non-youth: \$1,569,744.00 Youth Set-Aside: \$247,874.	Narrative Description (Optional):	YHDP Project
Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3	
Funding Source:		Funding Source:	CoC (via HUD)	Funding Source:	CoC (via HUD)	Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$2,349,289.00	Funding Amount:	\$4,093,895.00	Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	November 31, 2021	Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Other	Funded Activity:	Other	Funded Activity:	
If Other, list:		If Other, list:	Joint transitional housing-rapid rehousing	If Other, list:	Joint transitional housing-rapid rehousing	If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	YHDP Project	Narrative Description (Optional):	
Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4	
Funding Source:		Funding Source:	HEAP (via HCFC)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$2,085,946	Funding Amount:		Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:	May 31, 2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Other	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:	Rapid Rehousing	If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	Non youth: \$1,610,516.00 Youth Set Aside: \$475,430.00	Narrative Description (Optional):		Narrative Description (Optional):	

Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5	
Funding Source:		Funding Source:	HEAP (via HCFC)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$1,500,000.00	Funding Amount:		Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:	May 31, 2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Other	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:	Flexible Housing Pool	If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	400k-CESH from the County 40k-Funders Together to End Homelessness SD	Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #6		Funding Source: Use and Priority #6		Funding Source: Use and Priority #6		Funding Source: Use and Priority #6	
Funding Source:		Funding Source:	CoC (via HUD)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$316,315.00	Funding Amount:		Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:	November 31, 2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Other	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:	Rapid Rehousing	If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	YHDP Project	Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #7		Funding Source: Use and Priority #7		Funding Source: Use and Priority #7		Funding Source: Use and Priority #7	
Funding Source:		Funding Source:	CoC (via HUD)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$335,165.00	Funding Amount:		Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:	November 31, 2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Other	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:	Host Homes	If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	YHDP Project	Narrative Description (Optional):		Narrative Description (Optional):	

Continuum of Care 2019 Outcomes by Race and Ethnicity

Applicant Name: Regional Task Force on the Homeless CoC Name, if different:

Using data from your HMIS, please insert outcomes here (using the period from Jan 1 2020- Dec 31 2020):

	Experiencing Homelessness		Accessing Emergency Shelters		Exiting to Permanent Housing		Length of Time Homeless		Accessing Permanent Supportive Housing		Length of Time to get housing (# of days to exit homelessness)		Accessing Coordinated Entry		Returns to Homelessness		Other Measure:	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Total</b>	3049	100%	9137	100%	5402	100%			3527	100%			1756	100%	429	100%		
<b>White</b>	2088	68%	6089	67%	3258	60%	68.5		2210	63%	40.3		1167	66%	283	66%		
<b>Black</b>	487	16%	2160	24%	1649	31%	79.1		979	28%	39		408	23%	98	23%		
<b>Native American/Alaskan</b>	57	2%	199	2%	94	2%	63.3		52	1%	null		41	2%	12	3%		
<b>Asian/Pacific Islander</b>	177	6%	329	4%	166	3%	83.1		116	3%	61.5		61	3%	10	2%		
<b>Other/Multi-Racial</b>	56	2%	322	4%	236	4%	81.1		169	5%	48.7		76	4%	25	6%		
<b>Ethnicity</b>						0%				0%				0%		0%		
<b>Hispanic</b>	955	31%	2639	29%	1163	22%	74.4		720	20%	59.7		494	28%	100	23%		
<b>Non-Hispanic</b>	1524	50%	6481	71%	4239	78%	75.1		2807	80%	39.9		1261	72%	329	77%		