

Application Narrative Template

This section of the toolkit is to assist jurisdictions in thoroughly completing their application narrative document. Below you will find the questions that HHAP program staff will be ensuring are answered in each jurisdiction's narrative document. Applications will not be deemed complete if all the below questions are not addressed in a jurisdiction's narrative attachment. More information on these areas can be found in the [HHAP program guidance](#).

1. SUMMARY OF HOMELESSNESS IN THE CoC, LARGE CITY, OR COUNTY

To successfully complete this section, applicants must:

A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.

The City is providing the requested information for the period of October 1, 2017-September 30, 2018, per the amendment received via email from Homeless Coordinating and Financing Council on January 21, 2020.

B. Use the LSA data to provide (as defined by HUD):

Please note, the data below represents demographics and characteristics of the entire region. The complete LSA can be viewed in the attached document.

1. Total number of households served in:
 - (1) Emergency Shelter, Safe Haven and Transitional Housing: 7,871
 - (2) Rapid Rehousing: 2,914
 - (3) Permanent Supportive Housing: 3,048
2. Total number of disabled households served across all interventions: 9,159
3. Total number of households experiencing chronic homelessness served across all interventions: 4374
4. Total number of 55+ households served across all interventions: 4775
5. Total number of unaccompanied youth served across all interventions: 641
6. Total number of veteran households served across all interventions: 5,071
7. Number of individuals served across all interventions who were:
 - (1) Female: 5,102
 - (2) Male: 9,657
 - (3) Transgender: 70
 - (4) Gender Non-Conforming: 14
8. Total number individuals served across all interventions who were:
 - (1) White, Non-Hispanic/Non-Latino (only): 6,243
 - (2) White, Hispanic/Latino (only): 2,958
 - (3) Black or African American (only): 4,120
 - (4) Asian (only): 231
 - (5) American Indian or Alaska Native (only): 260
 - (6) Native Hawaiian/Other Pacific Islander (only): 178
 - (7) Multiple races: 754

Please note:

- Per HHAP program guidance, CoCs are expected to share the LSA with their regional co-applicants (i.e. applicable large cities and counties that overlap the CoC's jurisdiction). Each entity will submit a copy of the LSA for their CoC.
- Acknowledging that there may be differences in demographics and characteristics within a region, large city and county, applicants may also include additional information and data that is specific to the geography they represent.

2. DEMONSTRATION OF REGIONAL COORDINATION

To successfully complete this section, applicants must provide:

A. Coordinated Entry System (CES) Information

For CoC applicants:

1. Describe how your CES functions, including:
 - a. What entity is responsible for operating your CES?
 - b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?
 - c. How are people referred to available housing through CES?
2. How do you promote the utilization of your CES? Specifically:
 - a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?
 - b. What is the grievance or appeal process for customers?
 - c. How do you provide culturally responsive services to people experiencing homelessness?
3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

For Large City and County applicants:

1. How do you coordinate with your CoC's CES?

The City of San Diego requires its service providers, whether contracted directly with the City or contracted with the San Diego Housing Commission to administer City programs, to participate in CES in order to efficiently and effectively place individuals experiencing homelessness into long-term or permanent housing. This includes the operators for its shelters, including its Bridge Shelters (in other jurisdictions commonly referred to as Navigation Centers), Safe Parking Program lots, and Transitional Storage facilities, as well as outreach programs.

2. What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?

We do not have significant current challenges with our CES. Our CoC lead agency, the Regional Task Force on the Homeless, is extremely collaborative in their approach to their work and are focused on effective communication and collaboration to ensure smooth processes for both service providers and system users (persons experiencing homelessness). They take feedback very well and are regularly working with our administrative partners, the San Diego Housing Commission, to address any issues that arise quickly and strategize on how to continuously improve system performance to meet client needs.

3. How do you promote the utilization of your CES?

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

As previously mentioned, the City of San Diego contractually requires its service providers to participate in CES. Our programs, such as shelters and Bridge Shelters, Safe Parking Program lots, and Transitional Storage facilities, have skilled staff on-site to address the needs of individuals experiencing homelessness, connect them to community resources that promote stabilization and transition them into permanent or long-term housing as quickly as possible. Additionally, City-funded outreach workers are also required to participate in CES. Utilizing HMIS, our outreach workers record information provided by individuals at point of contact and use this information to track services being offered to individuals connect them to community resources that further their housing goals and move them toward permanent and long-term housing options.

B. Prioritization Criteria

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

The Regional Task Force on the Homeless (RTFH), our CoC lead agency, administers the CES system and prioritizes individuals for housing resources in alignment with the prioritization categories identified by the Department of Housing and Urban Development. The RTFH details these prioritization process in our regional written standards referred to as our Community Standards.

The shelters focus their efforts to prioritize persons for shelter based on the Community Standards, which are developed in alignment with written regulatory requirements and best practice, while also reflecting local need. Some of the City-funded shelters serve specific sub-populations considered in high need, such as single women, families with children, transitional aged youth and veterans. In addition, the City's most recently-erected shelter structure is intended for a flexible population and, at its opening, targeted clients in high need.

These shelter resources are tied to the City's adopted short-term goals for reducing and addressing homelessness. In October 2019, the City adopted the "City of San Diego Community Action Plan on Homelessness," (Community Action Plan on Homelessness) which was developed by the Corporation for Supportive Housing (CSH), a nationally recognized consultant with broad expertise in homelessness-related issues. As identified in the Community Action Plan on Homelessness, the three short term goals are: reducing unsheltered homelessness by 50%, ending youth homelessness, and ending Veterans homelessness. Those goals also guide the City's prioritization of funding and assistance for people experiencing homelessness.

On a project-by-project level, each shelter is staffed with outreach to ensure that its beds are highly utilized by persons in high need, and each uses daily outreach efforts to fill beds with unsheltered individuals; in addition, the women and families shelter maintains a wait list for its services. The City does not, at this time, have a coordinated shelter entry

system, but the City has recently more than doubled its shelter beds and maintains high utilization while actively transitioning clients from shelter to housing.

2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

Please see the response below provided by the Regional Task Force on the Homeless (CoC).

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

Chronically homeless individuals, youth and families with:

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

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

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

Additionally, the Standards include a specific policy to guide the operation of CES on how the system addresses the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from

nonvictim service providers. When a homeless household is identified by CES to need domestic violence services, that household is referred to the appropriate domestic violence hotline immediately. If the household does not wish to seek domestic violence specific services, the household has full access to the CES, in accordance with all protocols described in the CES policies and procedures. If the domestic violence provider the client is referred to determines that the household is either not eligible for, or cannot be accommodated by the domestic violence specific system, the provider will refer the client to an Access Point for assessment in accordance with all protocols described in the CES policies and procedures. The coordinated entry process shall not impede access to emergency services and shall allow emergency services to operate with as few barriers to entry as possible. Clients seeking domestic violence shelter shall be able to access emergency services independent of the operating hours of the CES intake, assessment processes, and matching process.

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

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

C. Coordination of Regional Needs

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

The City recently completed a nearly yearlong effort to analyze its role with respect to homelessness and how its efforts relate to the needs and jurisdiction of the CoC, County, and other cities in the region. The City's analysis, captured in the recently-adopted Community Action Plan on Homelessness, focuses on City needs, but highlights in several important instances the need for regional and cross-jurisdictional collaboration on shared challenges and opportunities. The analysis demonstrates that the City offers a variety of the region's services within its boundaries and that the majority of individuals experiencing homelessness live within City boundaries. It notes that, according to at least some metrics, the City shoulders a greater responsibility for providing services as compared to other cities and jurisdictions in the region: for example, 83% of the region's emergency shelter beds are located within the City (and that number did not take into account the City's most recent expansion of shelter opportunities). It also noted that there is a need for greater attention to and focus on the mental health and substance abuse needs of a subset of individuals experiencing homelessness, through resources such as those the County receives for these purposes.

The City is currently collaborating with its governmental partners on these and other issues. It has begun participating in a newly-formed Leadership Council, as recommended by the Community Action Plan on Homelessness, to bring together funders and decision-makers from local government, the CoC and Housing Agency, business and private sector interests, and persons with lived experience to identify areas for cooperation and coordination. One such opportunity is to use HHAP funds in a manner that complements one another's efforts.

The agencies are working together in other ways, big and small. For example, the City determined to pursue a flexible funding pool to provide low-level interventions for underserved individuals. The CoC determined it would do the same, and the City and CoC collaborated on how each program would complement and not duplicate the work of the other. The County, in turn, also decided to participate in this effort. The

agencies will gather information from their initial efforts and be able to report back to one another, to highlight successes and challenges of the programs, and to build the next phases of the program upon those strengths, and in tandem with one another.

A larger effort is also underway with respect to long-term planning. The CoC provided regionwide-level data to inform the analysis of the Community Action Plan on Homelessness and now intends to use that analysis as a catalyst for a regionwide version of a strategic plan. Those efforts are underway at this time.

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

The City of San Diego has 46% of the Countywide general population and has 5,082 persons - or 63% - of the region's share of individuals experiencing homelessness, according to the snapshot provided by the Point in Time Count. The City intends to, in the short term, focus on the youth and Veteran population, as well as the unsheltered population, as recommended by the Community Action Plan on Homelessness. That plan describes how the City needs to invest in an array of solutions that provide short- and long-term interventions. The modeling done as part of the plan's analysis indicates that, in the short-term, more emergency-type interventions are necessary, with that need somewhat tapering as long-term efforts bear out and produce much-needed housing. Even in light of the City's commitment to Housing First principles, there is not enough housing stock to provide each individual in need with permanent housing in the short-term, and thus, it is appropriate to address emergency needs while investing in long-term solutions. As described in the Community Action Plan on Homelessness, the City needs to invest in permanent solutions including housing creation and subsidies, but also needs to increase temporary crisis response solutions that are flexible and housing-focused to meet the immediate needs and safety of individuals experiencing homelessness.

D. Creating Sustainable, Long Term Housing Solutions

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

Recognizing the need to increase housing affordability and supply in San Diego, the Mayor established a set of policies entitled “Housing SD.” Housing SD implements strategies to: 1) spur the construction of low-income, moderate-income, and middle-income housing through incentives; 2) streamline development regulations and speed up the review process; and 3) encourage growth in transit-friendly areas, which also supports the goals of the City's Climate Action Plan. Over the last year, the City has implemented several reforms to increase housing supply, boost affordability, and promote smart growth including:

- Eliminated parking requirements along new housing developments in transit priority areas
- Streamlined regulations for companion units
- Reduced fees for projects building 100% affordable housing in the city
- Streamlined project reviews
- Permanent supportive housing by-right: Updated the municipal code to allow for a streamlined process to construct housing with accompanying supportive services for homeless San Diegans
- Transitional Housing by-right: Eliminated burdensome regulations placed on developers to encourage more projects by right, specifically designed to help formerly homeless individuals.
- Added incentives that go beyond what the current state law mandates to help spur the development of affordable housing for seniors, military personnel, former youth, disabled veterans and homeless individuals.
- Added flexibility to allow interim ground floor residential or office where commercial retail is typically required through a Neighborhood Use Permit.
- Created six new land-use zones that allow projects to include a mix of residential and employment uses.
- Updated the Land Development Code to allow religious institutions to build affordable housing units in their parking lots

to better utilize large areas of the property that are typically unused during the week.

The City continues to prioritize housing efforts, increase affordable housing opportunities, and create long-term housing solutions. Additional information on the City's Housing SD initiative can be found [here](#).

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

The City of San Diego recognizes the need to create sustainable, long-term housing solutions for people experiencing homelessness in our City. The City, across multiple departments including Real Estate Assets, Planning, and Development Services, works and coordinates with outside agencies to develop long-term housing solutions. In the City's recently-adopted Community Action Plan on Homelessness, the recommended actions include the City investing in new housing options and permanent solutions. Specifically, the Community Action Plan on Homelessness suggests the City create 5,400 units of supportive housing, low-income housing, Rapid Re-housing, and diversion resources. The City acknowledges the need to build more affordable housing and remains committed to working with community stakeholders, housing developers, and residents to address the housing crisis.

3. RESOURCES ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Existing Programs and Resources

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
- b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
- c. Local Funding

Please see attached. Please note that the summary does not include funding received by the City's public housing agency, e.g., from federal sources, that may be used on homelessness programming.

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

As mentioned above, the City works closely with the CoC and the County to decrease the number of individuals experiencing homelessness in our region. As recommended in the Community Action Plan on Homelessness, the City has recently established a Leadership Council, which includes members from local government agencies, CoC, Housing Agency, local businesses, and non-profit organizations. The Leadership Council works to evaluate programs and services, review progress, determine needs, and identify funding strategies. The Leadership Council's collaborative efforts will help all stakeholders determine how they can best align themselves with the goals of the region and compliment one another's homelessness programming.

An example of one of the programs that involves collaboration with both CoC and the County is the Flexible Spending Pool. In December 2019, the City Council approved of the Flexible Spending Pool program, supported by City HEAP funds, as well as funds from the County and CoC. This program provides resources to individuals experiencing homelessness in an effort to get them back to permanent housing. Another example of collaboration between the City and County is a criminal justice system diversion program, which is supported through HEAP funding. The Prosecution and Law Enforcement Assisted Diversion Services (PLEADS) program is a partnership with local law enforcement agencies and the County. PLEADS focuses on diverting individuals from the traditional criminal justice system

and provides them with access to resources and treatment for narcotics use.

As outlined in the Community Action Plan on Homelessness, the City remains committed to working with CoC, the County, and other agencies and partners to complement resources and provide impactful services that are effective and reach a greater number of individuals.

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

Access to safe and sanitary short-term shelter and services and long-term housing are two of the primary needs in our system, among others. A notable gap is that there are no long-term funding streams currently available for these services. Another issue of note is the population of homeless individuals who do not qualify for existing programs.

During and since 2017, the City of San Diego has recognized the need to dramatically expand homelessness services. As a result, the City added four bridge shelters, three transitional storage facilities, and three safe parking lots in addition to the permanent shelters, day center, and other services it has historically funded and supported, and has taken steps to incentivize housing production; however, there is still a need to continue to expand these efforts to reach a greater number of individuals. As recommended in the Community Action Plan on Homelessness, the City needs to develop supportive housing over the next 10 years. The plan also suggests there is a need for the City to add new, temporary, and flexible emergency shelter beds. In accordance with the plan, the City continues to expand the number of beds at our shelters, increase the number of safe parking spots that are available, and work on increasing the number of affordable housing units and permanent supportive housing units available for residents. Please see the above section, "Creating Sustainable, Long Term Housing Solutions," for more information.

B. HHAP Funding Plans

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

and homeless services for the homeless population in your jurisdiction.

Various programs for which the City obtained HEAP funding are scheduled to terminate at the end of the HEAP grant period in June 2021. Those programs lack a dedicated funding stream and, at the same time, the City's general fund is experiencing a projected approximate \$80m deficit for the coming fiscal year, with projected shortfalls lasting through Fiscal Year 2024. The City has incorporated and will continue to identify revenue sources to incorporate homelessness-serving programs into its ongoing budgets, the City is not able to absorb all of those costs at this time. Thus, the City's proposal for HHAP is largely to fulfill funding needs for eligible programs that have demonstrated success and for which a need persists, but are expected to terminate if not for HHAP funding.

The City's Community Action Plan on Homelessness outlined both successful programs that the City should continue to fund, while also addressing shortfalls in our system. The following outlines evidence-based practices the City plans on programming through HHAP grant funding:

Shelters (\$14,071,948)

The City is requesting funding for operations of its temporary bridge shelters (otherwise known to the State of California as "Navigation Centers,"); for example, those described below:

The City's expansion of its shelter network resulted in the opening of City's fourth bridge shelter in fall of 2019. This shelter serves 138 adults and serves a flexible population. The funding for this shelter was made with one-time funds that are not available going forward.

The City currently funds its shelter for women, families, and transitional aged youth through funding sources that were one-time in nature or have been depleted since the initiation of the shelter in 2017. This shelter serves 279 individuals and was expanded to serve additional families and transitional aged youth, in part through HEAP grant funding, in winter of 2019.

The City's largest shelter serves 324 single adult males and females. The funds used for its operations to date have been one-time or are

now depleted. Partial funding through HHAP will help the City keep this shelter in operation.

The justification to keep these shelters in operation is as a result of analysis completed through the Community Action Plan on Homelessness. This plan identifies the need for new, temporary, and flexible emergency shelter beds in addition to the beds mentioned above, which were included in the analysis' baseline. Shelter beds provide a bridge for individuals into housing and provide a safe and sanitary alternative to the personal and public health and safety hazards of unsheltered living. Since inception, our bridge shelters have averaged a daily occupancy rate of 95% and have served over 5,500 individuals. As of December 2019, 1,146 individuals exited to permanent or other longer-term housing through the services offered at these shelters, and we expect those numbers to continue to increase as more beds become available. Each of the City's bridge shelters include outreach staff who actively reach out to individuals to connect them to shelter services and other resources, as needed.

Safe Parking (\$1,166,901)

Another innovative program funded through HEAP is the Safe Parking Program. The City is requesting the use of HHAP funding to continue to fund this program, which has no ongoing funding stream and will terminate without additional funding. The program includes three lots—two lots, totaling 120 spots for standard vehicles and a third lot, which provides a safe place for both standard vehicles and recreational vehicles to park, serving up to 80 RVs, 200 cars, or a combination of both. In addition to a safe place to park, the Safe Parking Program connects individuals and families to resources such as case managers and housing specialists, as well as supportive services including food assistance, employment development, benefits access, and asset building; it provides a secure and legal means for vehicle habitation, while providing a path from vehicle habitation to stable housing.

The desire to continue this program is evidence-based. The program serves a unique population and differs from those who utilize our bridge shelters. A majority of clients enrolled in the Safe Parking Program are newly homeless families or individuals who may be eligible for lower-level intervention to address economic homelessness. As such, this population is typically receptive and

eager to engage in diversion services such as Family Reunification as well as in some instances qualifying for resources such as permanent supportive housing. Since program inception, the safe parking lots have served a total of 1,709 individuals, including 330 children, and have placed 146 households into permanent or long-term housing.

Criminal Diversion Programming (\$60,000)

The Prosecution and Law Enforcement Assisted Diversion Services (PLEADS) Program is a collaboration between the City of San Diego's City Attorney's Office and the County of San Diego. HEAP funds were used to launch the pilot program in spring of 2019, and HHAP funds will be used to continue and expand the diversion program. The program is designed to provide an early access point to existing City and County treatment resources for individuals experiencing homelessness who also struggle with narcotics use. This program diverts individuals from the traditional criminal justice system by taking them to a safe environment where they are provided referrals to treatment. PLEADS offers a meaningful opportunity for assessment and treatment, often at the moment when the individual is most vulnerable.

Transitional Storage Facilities (\$2,426,684.05)

The City's Transitional Storage Facilities are locations where individuals experiencing homelessness can safely store their belongings, while they attend appointments, look for employment, or find housing. Staff is present at the facility to refer clients to resources and help them get connected to longer-term housing. HHAP funds would be utilized to support the operations of two out of the City's three transitional storage facilities. Currently, these facilities are being funded by one-time funds, including HEAP, which supports operations of one of the locations.

HHAP funds will support the operations of Storage Connect Center (SCC) I and II. SCC I is the largest Transitional Storage Facility in the City. The total capacity at this location is 500 bins and is very well utilized by individuals in need. Since program inception, SCCI has helped 98 individuals successfully move into permanent housing. HHAP funds will also support operations of SCCII, which is the newest storage facility in the City. SCCII opened in November 2019 and currently holds 50 bins during this ramp-up period, and has the

capacity to hold up to 500 bins, as needed. SCCII is utilization is increasing daily during this opening period and will soon be expanding by an additional 50 bins. Both locations provide access to resources and referrals for food assistance, healthcare, shelters, housing, employment, mental health and substance use disorder treatment, and transportation.

Outreach Coordination (\$250,000)

HHAP funds will be used to undertake outreach coordination. Currently, the City relies heavily on its service providers to engage individuals experiencing homelessness in our city. The City has contractual relationships with several service providers who do this critical work through the City's local housing agency. In addition, there are many other outreach workers that provide this service without direct funding from the City. The City has a "Homeless Outreach Team" (HOT team) staffed by officers from the San Diego Police Department, whose primary focus is to connect individuals experiencing homelessness to services and shelters. The HOT team coordinates efforts across service provider groups to the best of its limited ability to fulfill this need. Despite the efforts of all of these dedicated workers, as a region, there are opportunities for improvement to more effectively engage individuals in need. The City intends to better coordinate outreach efforts throughout the City, and help make these improvements on a larger scale across the region: to help deploy resources in the most effective manner, track results for continual process improvement, ensure that providers can easily share information with one another, and continue collaboration between the CoC and other regional jurisdictions.

Family Reunification (\$225,000)

The Family Reunification Program is coordinated by the Downtown San Diego Partnership. The program serves to reconnect individuals experiencing homelessness with their families and loved ones willing and appropriate to offer stable long-term housing. As one of the resources in the City's programming, the Family Reunification Program helps individuals build a support system, establish longer-term housing, and end the cycle of homelessness. From June 2017 through December 2019, the program has reunified over 2,000 individuals experiencing homelessness with their families and loved ones, and 70% of individuals have remained housed one year after

reunification. HHAP funding would be used to expand outreach and increase the number of individuals reunified with family or friends. The City has found that this program is highly cost-effective on a per-person basis, and that it may be particularly successful for diverting individuals from chronic homelessness, especially among youth: the City continues to track data to optimize this program. It serves as a form of diversion, which is a key need identified in the Community Action Plan on Homelessness.

Flexible Spending Pool (\$563,354)

The City, in partnership with CoC and the County, recently launched the Flexible Spending Pool program. The City allocated HEAP funds to support this program, and HHAP funds will be used to expand resources. The Flexible Spending Pool can be used as a resource in the City's diversion programming, and the Community Action Plan on Homelessness identified the need to expand diversion services. The Flexible Spending Pool allows resources to be allocated to individuals based on their specific needs, including in order to help them avoid chronic homelessness. As the name of the program suggests, there is flexibility in how and which resources are offered. Services include connections to housing, extended rapid rehousing opportunities, and financial assistance. According to the Community Action Plan on Homelessness, 13% of people presenting to the homeless system can be diverted to permanent housing options; meaning, with diversion resources, individuals would be able to return to permanent housing without long-term financial assistance. The plan estimates a need for \$25.3 million over ten years to meet our diversion goals, and the utilization of HHAP funds would help expand resources for the City to be able to start reaching that goal.

Strategic Homelessness Planning (\$354,177.05)

As previously mentioned, the City recently released a Community Action Plan on Homelessness. The plan lays out goals within reach for the City to accomplish including reducing unsheltered homelessness by 50% and ending youth homelessness and Veteran's homelessness. HHAP funds will be utilized to provide resources for the City to carry out these goals. HHAP funds will help with the coordination of efforts amongst stakeholders, other jurisdiction in the region, and service providers to effectively and efficiently meet the goals identified in the plan. In the event the full

amount is not needed for this purpose, it will be redirected to other grant-eligible activities.

Transitional Aged Youth (\$1,799,347.22)

HHAP funds dedicated to Transitional Aged Youth (TAY) will partially be utilized to fund operations and programming of one of the City's bridge shelters, which includes a TAY target population. The Community Action Plan on Homelessness identified the need for shelter beds targeted to TAY as a significant gap in the system. In addition to funding bridge shelter beds for this specific population, HHAP funds may be utilized to increase resources and programming for TAY. HHAP funds will support efforts to help the City end youth homelessness, one of the major goals identified in the Community Action Plan on Homelessness.

Administration (\$1,574,428.80)

HHAP funds will be used to support the significant administrative efforts associated with overseeing the grant.

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

The City's contracts with the local housing agency and service providers include requirements for operators to comply with Housing First principles. Our service providers are experienced in the Housing First model and have access to resources to efficiently and successfully connect individuals experiencing homelessness to permanent or long-term housing.

4. PARTNERS ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Collaborating Partner Efforts

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

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

The City meets regularly with Regional Task Force on the Homeless (RTFH), which includes representatives from each of the above-named entities (and the City has a seat on that board), and County of San Diego officials to discuss how to best utilize HHAP funds and complement our respective programs to serve a greater number of individuals experiencing homelessness. Utilizing data on current programs, we have been able to identify what the needs are, what additional resources would be most beneficial for helping those in our region, and which agency should take lead on specific projects. In addition to working closely with the County and RTFH, the City has also been collaborating with the San Diego Housing Commission, service providers who operate current City programs, as well as other local nonprofits, to discuss what their needs are, what projects they are currently working on, and programs that the hope to fund in the future. This collaborative process has allowed for the City to collect information on where and what the need is for programs and resources in the City. Further, the City has in place, per the Community Action Plan on Homelessness, a Leadership Council and Advisory Groups with whom the City will work to implement programs under the HHAP funds.

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

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

Each agency has different and in some cases, rules and processes that may seem inflexible, for obtaining approval for its application, accepting the funds, contracting, and disbursing them to third party partners. This, coupled with the requirements for separate applications to the State and other minor bureaucratic obstacles, creates discrepancies in timing and compounds the issue of coordinating multiple large jurisdictions.

3. *If no collaborative partners have not been identified at time of application*, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.

N/A - we have identified partners as described above.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

Please note: Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

Examples:

- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).

- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

The City did not receive CESH funds, and therefore, did not submit a Strategic Plan for CESH. CESH funds were allocated to the County of San Diego. Please see the County's application for regional goals.

Nevertheless, and as previously mentioned, the City recently adopted a Community Action Plan on Homelessness, which serves as the City's Strategic Plan. The complete plan can be found [here](#). HHAP funds will help support the programmatic needs as addressed in the plan, and specifically, will assist the City in meeting the three main goals to achieve in three years:

- 1) Decrease unsheltered homelessness by 50%;
- 2) Finish the job of ending Veteran homelessness; and
- 3) Prevent and end youth homelessness.

With support from HHAP funds, the City anticipates it will serve approximately 15,000 individuals through these grant-funded programs. In addition, the City estimates approximately 15% of individuals will be placed into permanent housing with support from HHAP funds.



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

APPLICANT INFORMATION

CoC / Large City / County Name:

City of San Diego
City of San Diego

Receiving Redirected Funds? Y/N

No
\$ -

Administrative Entity Name:

Total Redirected Funding

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Subsidies and Reserves**	\$ 14,971,621.61	\$ 899,673.61	\$ -	\$ -	\$ -	\$ 15,871,295.22
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)***	\$ 2,551,684.05	\$ 125,000.00	\$ -	\$ -	\$ -	\$ 2,676,684.05
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing****	\$ 2,015,255.00	\$ -	\$ -	\$ -	\$ -	\$ 2,015,255.00
New Navigation Centers and Emergency Shelters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 177,088.53	\$ 177,088.52	\$ -	\$ -	\$ -	\$ 354,177.05
Administrative (up to 7%)	\$ 787,214.40	\$ 787,214.40	\$ -	\$ -	\$ -	\$ 1,574,428.80
						\$ 22,491,840.12
TOTAL FUNDING ALLOCATION						
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)*****	\$ 899,673.61	\$ 899,673.61	\$ -	\$ -	\$ -	\$ 1,799,347.22

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL



February 6, 2020

To Whom It May Concern:

I am writing in support of the City of San Diego's HHAP application. As the Regional Continuum of Care (CoC) for the San Diego area, the Regional Taskforce on the Homeless (RTFH) is committed to partnering with community stakeholders and organizations within the San Diego region to leverage resources, strategize and collaborate in order to prevent, reduce, and end homelessness in San Diego county.

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

We acknowledge that the City's proposal for HHAP will largely fund eligible programs that have demonstrated success in addressing the needs of individuals experiencing homelessness over the past several years and for which a need persists, but lack funding beyond the current fiscal year. The programs and services would include activities such as the following:

- Operating bridge shelters to provide safe and sanitary shelter and connections to services for those living unsheltered within the City;
- Operating "safe parking" facilities to provide safe and sanitary conditions and connections to services for those who live in their vehicles within the City;
- Operating transitional storage facilities to provide secure places for individuals to keep their belongings while they participate in their care coordination and undertake daily activities;
- Providing various prevention and diversion programs, which may include the Prosecution and Law Enforcement Assisted Diversion Services program for individuals using narcotics and the Family Reunification program for individuals who have an opportunity to connect with long-term stable housing through friends or family;
- Providing programs and services targeted to the specific needs of Transition-Aged Youth; and
- Improving outreach within the City by increasing oversight efforts, working to better incorporate best practices, and performing increased coordination with resources across the region.

The City intends to use HHAP funds in a manner consistent with the City's recently-adopted Community Action Plan on Homelessness and maintain alignment with the Housing First model. The City is committed to working with the RTFH and the County to coordinate resources and expenditures in a way that increases the ability to address homelessness across the region, such as by inviting the RTFH- and County-funded programs to leverage the resources of City-funded and operated facilities so that the City can connect individuals experiencing homelessness to a greater variety of RTFH and County resources in addition to those the City and its service provider partners offer.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Tamera Kohler". The signature is fluid and cursive, with a long horizontal stroke at the end.

Tamera Kohler
Chief Executive Officer



GREG COX
CHAIRMAN

San Diego County Board of Supervisors

February 13, 2020

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

To Whom It May Concern:

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

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

The City's proposal for HHAP will largely fund eligible programs that have demonstrated success in addressing the needs of individuals experiencing homelessness over the past several years and for which a need persists, but lack funding beyond the current fiscal year. The County is appreciative that the City of San Diego is expanding its services for the homeless with this funding.

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

Sincerely,

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

GREG COX
Chairman
San Diego County Board of Supervisors

c: Kevin Faulconer, Mayor, City of San Diego
Nathan Fletcher, County Supervisor, District 4 and Vice-Chair, RTFH