

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.

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

1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.
2. Total number of disabled households served across all interventions.
3. Total number of households experiencing chronic homelessness served across all interventions.
4. Total number of 55+ households served across all interventions.
5. Total number of unaccompanied youth served across all interventions.
6. Total number of veteran households served across all interventions.
7. Number of individuals served across all interventions who were: (1) Female, (2) Male, (3) Transgender, or (4) Gender Non-Conforming.
8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only), (2) White, Hispanic/Latino (only), (3) Black or African American (only), (4) Asian (only), (5) American Indian or Alaska Native (only), (5) Native Hawaiian/Other Pacific Islander (only) or (6) Multiple races

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?

The day-to-day operation of Coordinated Entry involves staff, recordkeeping documentation, technology, and other infrastructure that supports the implementation of Coordinated Entry. Managing these functions is carried out by the Management Entity, Marin Housing Authority.

- 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?

Individuals and families are prioritized for a full continuum of housing and service interventions according to Marin CoC's Written Standards of Service, which prioritize those who are most vulnerable and with the most acute needs for referral and placement into appropriate housing interventions. Those with the highest VI-SPDAT or family VI-SPDAT scores are prioritized for longer-term housing solutions.

Housing is awarded based on the prioritization order, except for housing with specific subpopulation requirements. For example, individuals who are veterans may be housed more quickly than someone else who is higher on the priority list if the next bed that opens is targeted to that subpopulation. Similarly, if there is a vacancy in a unit targeted toward survivors of domestic violence, the highest-scoring survivor of domestic violence will be referred for that vacancy.

Coordinated Entry maintains an Active List of twenty to thirty individuals or families who have come to the top of the Coordinated Entry Community Queue. As those individuals or families are housed or become inactive, new households will be added to the Active List from the Community Queue in the following prioritization: 1) highest VI-SPDAT score, and then; 2) prioritized within the same band of scores from oldest to youngest, with one exception of prioritizing Transition Age Youth (18-24) over adults under 50. Families with the same score as single adults will be prioritized over the single adults.

Within the Active List, households will be prioritized based on date added to the Active List. VI-SPDAT scores may be inaccurate for a number of reasons. Clients may underreport for fear that the true answer may prevent them from being housed or they may overreport if they think vulnerability will help their scores. Like other counties, Marin has found that the VI-SPDAT sometimes needs to be supplemented by case manager knowledge. Marin has adopted a VI-SPDAT Revision worksheet (available to agencies participating in CE by doing VI-SPDATs) to allow this information to be considered. Without abandoning the more objective approach of the VI-SPDAT, the revision worksheet enables the Coordinated Entry Process to account for a case manager's intimate knowledge of a client.

Agencies and Case Managers have the option of submitting a VI-SPDAT revision form if they think that a person's VI-SPDAT is substantially mistaken (too high or too low). The revision form documents the basis of the revision and requests detailed, verifiable information about the sources of information. To provide additional accountability, the case manager's program supervisor must sign off on the revision worksheet.

The revision worksheet will be reviewed by the Steering Committee or an appointed workgroup and if the revision is approved, the person will be given a new revised score which will determine placement in the community queue.

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

The Coordinated Entry Provider runs an updated list from HMIS weekly and distributes it to Rapid Re-housing provider agencies participating in the Coordinated Entry System, who conduct eligibility determinations and facilitate placement into the program. HMIS assists in determining program eligibility, but housing placement decisions are vetted by the Rapid Re-housing provider.

Individuals and families are prioritized for RRH according to the CoC's Written Standards of Service and their ability to maintain housing after the termination of rental assistance. The Coordinated Entry Provider monitors placements on a monthly basis, to ensure that placements are in alignment with the prioritization strategy as mandated in the Marin Coordinated Entry Policies and Procedures and the CoC's Written Standards of Service.

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?

Strategies regarding outreach and marketing of the Marin Coordinated Entry System were developed by the Marin Coordinated Entry Committee prior to the launch of Coordinated Entry in Marin in January 2018. The Committee is made up of Coordinated Entry-participating providers as well as other County and Continuum of Care partners whose work touches persons experiencing homelessness. The committee meets quarterly to discuss strategies to further improve awareness of the Coordinated Entry System in Marin for persons experiencing homelessness.

Per the strategies developed, all Coordinated Entry-participating provider agencies display signs advertising the Marin Coordinated Entry system throughout their programs, and in places where persons at risk of and experiencing homelessness are likely and known to be. Additionally, signs are displayed and flyers are distributed at other partner agency locations that serve persons who are marginalized – due to economic status, sex, age, disability, race, ethnicity, culture, etc. – and therefore at greater risk of experiencing homelessness. Signs and flyers marketing Coordinated Entry in Marin are in English, Spanish, and Vietnamese, pursuant to findings of a study done by the Committee which showed that these are the most prevalent languages spoken and understood by persons experiencing homelessness in Marin. Flyers include the number of a phone line (457-HOME) that persons experiencing homelessness can call to be connected to the Coordinated Entry System.

Further, the language used to describe what Coordinated Entry is, and who the system is most appropriate to serve, has been workshopped extensively for clarity and accessibility. All agencies participating in Coordinated Entry conduct the VI-SPDAT assessment at their physical access points, and all outreach staff are trained on the VI-SPDAT and are able to conduct assessments. When engaging with persons who may have already received an assessment, staff verify whether that person already has a VI-SPDAT score in HMIS.

Additionally, the Marin County Department of Health and Human Services, in collaboration with other provider agencies, has conducted presentations on the Marin Coordinated Entry System at local government and other community meetings to advertise and educate stakeholders at all levels about the system.

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

All locations where persons are likely to access or attempt to access the Coordinated Entry System include signs or brochures displayed in prominent locations informing participants of their right to file a non-discrimination complaint and contain the contact information needed to

file a non-discrimination complaint. The requirements associated with filing a non-discrimination complaint, if any, are included on the signs or brochures.

When a non-discrimination complaint is received, the Coordinated Entry Provider, in coordination with an ad hoc committee of the Homeless Policy Steering Committee, completes an investigation of the complaint within 60 days by attempting to contact and interview a reasonable number of persons who are likely to have relevant knowledge, and by attempting to collect any documents that are likely to be relevant to the investigation. Within 30 days after completing the investigation, the Coordinated Entry Provider will write an adequate report of the investigation's findings, including the investigator's opinion about whether inappropriate discrimination occurred and the action(s) recommended by the investigator to prevent discrimination from occurring in the future. If appropriate, the investigator may recommend that the complainant be re-assessed or re-prioritized for housing or services. The report will be kept on file for two years and a copy will be provided to the complainant.

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

All Coordinated Entry-participating staff administering assessments and services are required to use age-appropriate, culturally and linguistically competent practices, including the following:

- CoC incorporates cultural and linguistic competency training into the required annual training protocols for participating projects and staff members
- Assessments use culturally and linguistically competent questions for all persons that reduce cultural or linguistic barriers to housing and services for special populations.
- Access points take steps to offer coordinated entry process materials and participant instructions in multiple languages to meet the needs of minority, ethnic, and groups with Limited English Proficiency. Coordinated entry process materials are offered in English and Spanish, and translation services will include the use of bilingual staff, the County translation line, and/or other provider resources.
- Appropriate auxiliary aids and services necessary to ensure effective communication will be available for individuals with disabilities. This may include use of large type (and ability to enlarge text), assistive learning devices, Braille, audio, or sign language interpreters.

To supplement the provider sites, outreach teams, and other referring partner agencies in ensuring full geographic coverage of the Marin CoC, the Marin Adult Information and Assistance Line (415-473-HOME) is available Monday through Friday from 8:30 am to 5:00 pm. Information and Assistance (I&A) social workers answer calls from the public regarding the full range of social services and related resources available to Marin county residents, including the ability to conduct a diversion pre-screen and make referrals to the Coordinated Entry Provider or a Provider Site as appropriate for further assessment. Language translation is available, and social workers who speak Vietnamese, Spanish, and Cantonese are available during business

hours. Partner agencies may also use this service to facilitate referrals to entry points for their clients.

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

The Marin Coordinated Entry Committee have identified the following challenges to operating Coordinated Entry in Marin as effectively as possible, as well as strategies identified (and some already underway) to address them. Challenges, and their corresponding strategies, include:

- Improving communication between Coordinated Entry-participating providers, between providers and participants, and between the Continuum of Care/County and persons experiencing homelessness who are the most vulnerable.
 - Strategies underway to address this challenge include ensuring all Coordinated Entry-participating providers are connected to the proprietary “WIZARD” tool, a client care coordination platform, as part of the Marin County Whole Person Care Pilot, which targets people experiencing homelessness. Additional strategies identified include 1) adding additional partners who are not yet connected to WIZARD; 2) streamlining client feedback collection processes across provider programs/agencies; 3) coordinating monthly updates to all Coordinated-Entry-participating providers, including a quarterly press release; and; 5) further supporting and leveraging the Chamber of Commerce marketing efforts regarding Coordinated Entry to the community.
- Increasing resources targeting Transition-Aged Youth and Older Adults experiencing homelessness.
 - Strategies underway to address this challenge include utilizing HEAP and HHAP set aside amounts for TAY and giving priority to proposals that accommodate older adults experiencing homelessness.
- Increasing resources for and improving prioritization of families experiencing homelessness.
 - Strategies underway to address this challenge include ensuring that the number of permanent supportive housing vouchers assigned to families is proportionate to the percentage of families on the chronic homelessness by-name list.
 - Additional strategies underway include developing a new prioritization process through Coordinated Entry to better prioritize families that are the most vulnerable.
- Increasing resources for persons experiencing homelessness who require a higher level of care than permanent supportive housing. Many of the most vulnerable in Marin County require the support of a Board and Care or Custodial situation; however, the most service intensive housing available to most people experiencing chronic homelessness in Marin County is Permanent Supportive Housing.
 - Strategies identified to address the challenge include 1) quantifying the need for more highly supportive beds and; 2) educating local, state, and federal leadership and funders regarding the need for higher service-intense housing and other resources for persons experiencing homelessness in Marin County.
- Integrating partners from Behavioral Health and additional subpopulation-focused providers. ○ Strategies identified include targeted outreach to subpopulation-focused provider partners that are not currently integrated into the Coordinated Entry System (e.g. Latinx providers), Ensuring consistency of access to subsidies despite fluctuation in availability of subsidy programs.

- Strategies underway to address this challenge include leveraging the Marin Housing Authority’s position as a central partner in the Continuum of Care, and as the Coordinated Entry provider. Marin Housing Authority regularly communicates with other provider partners regarding applications for housing vouchers and spearheads initiatives to apply for funds to address and end homelessness for the most vulnerable in Marin County.
- Strategies identified include anticipating timing of subsidy access for providers so that subsidies will be able to be applied as soon as they are available and any shortfalls may be avoided.

B. Prioritization Criteria

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

As stated in the Marin County CoC Written Standards of Service, the Marin County CoC has adopted the recommended order of priority established in HUD’s Notice CPD 16-11 to ensure that those persons experiencing chronic homelessness with the longest histories residing in places not meant for human habitation, in emergency shelters, and in safe havens, and with the most severe service needs are given first priority for Permanent Supportive Housing beds dedicated or prioritized for occupants by persons experiencing chronic homelessness. A chronically homeless individual or head of household must meet the definition stated in the HUD Definition of Chronically Homeless final rule.

Additionally, the Marin County CoC has adopted the recommended order of priority established in 25 CCR 8409 for ESG-funded activities. The CoC prioritizes access to assistance for people with the most urgent and severe needs. ESG-funded activities seek to prioritize people who:

- A. Are unsheltered and living in places not designed for human habitation, such as cars, parks, bus stations, and abandoned buildings;
- B. Have experienced the longest amount of time homeless;
- C. Have multiple and severe service needs that inhibit their ability to quickly identify and secure housing on their own; and
- D. For Homelessness prevention activities, people who are at greatest risk of becoming literally homeless without an intervention and are at greatest risk of experiencing a longer time in shelter or on the street should they become homeless.

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

Individuals and families are prioritized for a full continuum of housing and service interventions through the Marin Coordinated Entry System, according to Marin CoC’s Written Standards of Service, which prioritize those who are most vulnerable and with the most acute needs for referral and placement into appropriate housing interventions. Those with the highest VI-SPDAT or family VI-SPDAT scores are prioritized for longer-term housing solutions.

Through Coordinated Entry, housing is awarded based on the prioritization order, except for housing with specific subpopulation requirements. For example, individuals who are Veterans may be housed more quickly than someone else who is higher on the priority list if the next bed that opens is targeted to that subpopulation. Similarly, if there is a vacancy in a unit targeted toward survivors of domestic violence, the highest-scoring survivor of domestic violence will be referred for that vacancy.

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?

Marin County is the biggest funder of homeless services in the county and is a leader in transforming the homeless system of care. The County Department of Health and Human Services, as staff to the Continuum of Care, works across departments, with the cities, and with community partners to create a unified system to help house people and keep them housed. The County of Marin and the Marin County Continuum of Care, who share the same geography, collaborate closely regarding strategies to address homelessness within the jurisdiction. Per the corrected HHAP Final Allocations (released January 23, 2020), based on the 2019 Point-in-Time Count results, the Homeless Coordinating and Financing Council allocated \$1,218,057.42 to the Marin County Continuum of Care, and allocated \$1,128,443.05 to the County of Marin. As these totals are based on objective data regarding the need in the region, and demonstrate roughly equal amounts, the County of Marin and the Marin County Continuum of Care recognize that each has an equal share of the need in the region.

To further inform each entity's share of the needs, Marin County Health and Human Services (HHS), the Administrative Entity for the Homeless Housing, Assistance, and Prevention (HHAP) funds, hosted two feedback sessions in order to inform funding priorities for the Marin County HHAP allocation and the Marin County Continuum of Care HHAP allocation. In each session, attendees were provided with information about the HHAP program, including eligible uses of funding.

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

As discussed above, the Marin County Continuum of Care recognizes an equal share of the need with the County of Marin. To inform strategies to meet the needs within the Continuum of Care, attendees of the CoC Allocation listening session discussed a variety of funding priorities before the Homeless Policy Steering Committee (CoC Advisory Board) HHAP Subcommittee voted and unanimously confirmed the following priority for the CoC allocation:

- Capital development funding for CH and Vets. As a founding member of Opening Doors Marin, a public-private coalition that aspires to end chronic and veteran homelessness in our community, the County of Marin is dedicated to increasing housing options for the most vulnerable. To date, Marin County in partnership with Opening Doors Marin partners, has housed 190 chronically homeless individuals in the last 2.5 years, and has seen successful outcomes including a 93% retention rate. Opening Doors is currently developing a business plan to end chronic and veteran homelessness by the end of 2022; to accomplish this goal, permanent supportive housing stock will need to roughly double. To reach this goal using HHAP funding for capital development costs to build permanent housing for chronically homeless and veterans experiencing homelessness was identified as a top priority.

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?

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 Marin Continuum of Care supports the creation of sustainable, long-term permanent housing for persons experiencing homelessness by administering the annual HUD Continuum of Care program funding and Emergency Solutions Grant (ESG) program funding processes. Many providers of permanent housing in Marin County, including CoC-funded Permanent Supportive Housing and ESG-funded Rapid Rehousing, participate in the CoC and attend all meetings. The CoC has also applied for all state opportunities that provide funding to increase permanent housing capacity, such as the Homeless Emergency Aid Program (HEAP), the California Emergency Solutions and Housing (CESH) program, and the No Place Like Home (NPLH) program. In all Requests for Proposals to community providers for eligible projects to be funded through these programs, local priorities for all have included priorities for projects that will increase the stock of and/or provide enhanced services for Permanent Supportive Housing.

Additionally, the CoC supports and aligns with the work of Marin County and other partners in their collaboration through Opening Doors Marin. A collaborative of policy makers across the county, Opening Doors Marin is a coalition that includes supervisors, city councilmembers, city managers, two community foundations, local businesses, non-profits, the County of Marin Community Development Agency, and all other critical partners involved in efforts to address homelessness and affordable housing. The mission of Opening Doors Marin is to increase housing opportunities for the most vulnerable in our community; work to end veteran and chronic homelessness in Marin while preserving the safety and beauty of the community; create alignment across a broad array of stakeholders across the county; educate the Marin community about successes to date with Housing First and our collaboration; advocate to end homelessness in our community, and; identify new sources of funding for preserving and purchasing units of housing in Marin.

Staff to the Marin Continuum of Care lead the Opening Doors Marin Steering Committee, and over the course of 2 years, have been instrumental in assisting the coalition to adopt policies that preserve affordable housing and accelerate and incentivize the development of Accessory Dwelling Units and Junior Accessory Dwelling Units. Opening Doors Marin has been supporting a variety of projects and initiatives designed to increase our local housing capacity and our ability to house the most vulnerable. Those efforts include:

- Landlord recruitment – partner with us to rent to someone with a housing subsidy
- Master-leasing – rent an entire house or apartment unit for a nonprofit, which then sublets to the folks we’re serving
- Conversion and Preservation – help expand the number of affordable units in existing properties and help us preserve affordable units when properties turn over in the market

- New construction – support transit-oriented development (TOD) for affordable units
- Raising funds to purchase and preserve affordable units

As part of the effort to recruit and retain landlords to rent to persons with housing subsidies, the Marin Housing Authority administers the Landlord Partnership Program and the Landlord Liaison Project. These initiatives aim to expand rental opportunities for families holding housing choice vouchers by making landlord participation in the program more attractive and feasible, and by making the entire program more streamlined. By offering interest-free loans to landlords willing to rent, funds to be used as double security deposits to mitigate losses for damages and vacancies, as well as access to a dedicated landlord liaison 24-hour hotline (funded with \$400 annually from the general fund), and establishing a Landlord Advisory Committee, and landlord workshops and trainings, to date these efforts have brought in at least 106 new landlord partners. As mentioned above, the Marin Housing Authority is the Coordinated Entry Provider for the Continuum of Care.

Instrumental in the work to preserve, rehabilitate, and develop affordable housing has the Marin County Trust Fund. The Housing Trust Fund was created to increase the stock of permanently affordable housing units in the County and provides a local funding source for financial and technical assistance to help affordable housing developers produce and preserve affordable housing. Additionally, to further streamline communication and updates on all proposed development projects, the Chief Planning of the County of Marin Community Development Agency is a voting member on the Continuum of Care Advisory Board, the Homeless Policy Steering Committee, and participates in meetings.

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](#))
 - CoC: \$4,089,391
 - ESG: \$295,145
 - Section 811: \$1,965,000
 - Medi-Cal FFP: \$590,401
- b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
 - Whole Person Care (Medi-Cal Waiver) Housing Case Management: \$1,140,000
 - MHSA: \$1,677,037

- HEAP Diversion Pilot: \$307,965
- HEAP PSH Development: \$4,523,891
- HMIOT: \$518,000
- HSP: \$953,450
- HDAP: \$49,074
- HHC: awaiting award
- NPLH: awaiting award
- VHHP: awaiting award

c. Local Funding

- Rapid Rehousing: \$518,235
- Outreach: \$394,743
- Employment Services: \$175,000
- Emergency Shelter: \$1,642,634
- Permanent Supportive Housing: \$438,666
- Coordinated Entry: \$113,102
- Technical Assistance: \$175,732
- Point in Time Count: \$50,000

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

The County of Marin provides funds to supplement the Marin County Continuum of Care Coordinated Entry System, as well as provider Ritter Center’s “Housing First PSH” program. Otherwise, Marin County and CoC funds for housing and homeless services are separate.

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

In the jurisdiction covered by the County of Marin and Marin County Continuum of Care, while funds are prioritized to fill the gaps identified in housing and homeless resources to meet the need, the following gaps still persist due to factors including a highly competitive rental market, lack of affordable housing stock, insufficient funding, and lack of funding sources targeted to the needs described below:

- Project-based housing with onsite services is an ongoing need in Marin. This housing type helps to ensure housing stability for the most vulnerable persons experiencing homelessness. The County, CoC, and provider partners are working to increase the number of project-based housing units, including the Mill Street project which through No Place Like Home and other state and local private funding will build upon existing resource to add new permanent site-based beds. However, additional sustainable sources of funding for project-based housing are needed.
- Highly supportive mental health beds, and residential supportive services model housing. As described in the bullet above, No Place Like Home funding has been a start to increasing the availability of these targeted resources in Marin, but system- and project-level data and provider insights show that many more mental health focused housing and supports are needed.

- Services and housing for persons experiencing homelessness with co-occurring disorders, who may not be eligible for targeted mental health resources for lack of a diagnosis of Serious Mental Illness. For persons with co-occurring disorders, it may be difficult to tell if they qualify as having SMI when behavior may be caused by active drug use. When this occurs, it can be very difficult for doctors to decide on a diagnosis that qualifies as a Serious Mental Illness, which can act as a barrier to the resources that would best meet the needs of this individual. For this reason, more flexible non-SMI dedicated resources are needed for persons with co-occurring disorders.
- Facilities for persons who have age-related issues (e.g., dementia), including more skilled nursing beds or permanent supportive housing with skilled nursing services on-site. Due to the increasing number of older adults experiencing homelessness and adults aging into chronic homelessness with severe age-related disabilities, there is not enough funding targeted to providing the kinds of intensive housing with supports to meet the needs of this population.
- Increased outreach to special geographies. The geography covered by the County of Marin and the CoC includes some remote and difficult to reach places, where some of the most vulnerable are living in conditions not suitable for human habitation. The County and CoC prioritize new funding to increase outreach supports to target this gap, but additional outreach is still needed.
- Ongoing funding for sustainable operation costs. Currently, the County of Marin is developing a draft business plan with community partners for ending chronic and veteran homelessness, which will show a need to double the stock of housing and resources dedicated to these populations in the next three years. State and federal funding sources do not currently provide a sustainable source of funding for operating costs needed to keep these programs open and running. New funding should increase the amount eligible to be spent on operating costs.

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.

The Marin Continuum of Care plans to use its full allocation of HHAP funding (\$1,132,793) to support capital development for permanent supportive housing for one or more identified target populations: Homeless veterans, chronically homeless families, and chronically homeless individuals. This includes the \$97,445 youth set aside, to assist unaccompanied youth and Transition-Aged Youth who will be housed in the development.

HHAP funding will help fill funding gaps for projects supported by local foundation funding, local affordable housing trust fund dollars, Whole Person Care housing case management, and/or VASH vouchers.

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 Marin Continuum of Care is dedicated to implementation of and high fidelity to the Housing First approach, as required by the State of California for all state-funded projects. In 2016, the Marin County Board of Supervisors adopted housing first as official policy for county-funded and administered programs. HHAP-project policies will align with housing first principles and projects will operationalize policies in staff responsibilities. County, CoC leadership, and program providers will perform regular evaluation of HHAP-funded projects to monitor for Housing First compliance. Project and system leadership and providers will engage in regular evaluation of provider- and system-level data to measure outcomes and identify areas where improvements can be made to bring the project into greater alignment with Housing First. All monitoring and reporting submissions for HHAP-funded projects will evaluate compliance with requirements for Housing First. Provider- and system-level data will be monitored for improved outcomes for measures, such as successful placement in permanent housing destinations from street outreach, improved housing retention, fewer returns to homelessness, and other measures of performance.

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.

With the help of many valuable partners, outlined below, Marin County continues to make progress on a variety of initiatives aimed at preventing and ending homelessness in Marin. These partners and key stakeholders have provided feedback on the funding priorities for the HHAP allocation and worked together to establish a coordinated and community-wide response to the complex issue of homelessness.

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|-------------------------------------|---|
| 1. Elected Officials | 11. Probation |
| 2. County Health and Human Services | 12. Homeless Service Providers
(including Youth Providers) |
| 3. Community Development | 13. Homeless Housing Providers
(including Youth Providers) |
| 4. Public Housing Agency | 14. School Districts |
| 5. Community Funder | 15. Business Community |
| 6. Lived Experience Representative | 16. Hospitals |
| 7. Domestic Violence | 17. Veterans' Services |
| 8. Faith-Based Organization | 18. Employment Services |
| 9. Affordable Housing Developer | |
| 10. Law Enforcement | |

The Marin Continuum of Care/County collaborates with partners in a variety of ways:

Provider Agency: The providers listed above operate Emergency Shelters, Permanent Housing, and provide a variety of wrap-around services to assist and stabilize homeless families, youth, and individuals in Marin County. Because clients often touch many service providers, provider agencies are in regular communication. Providers have been members of the Homeless Policy Steering Committee (HPSC) since its inception, and remain an integral part of the CE system implementation and monitoring.

CoC Board Member: The Homeless Policy Steering Committee (HPSC) is the governing body of the Marin CoC. The HPSC develops long-term strategic plans and facilitates year-round efforts to identify the needs of homeless individuals and families in Marin. Regular meetings of the HPSC provide a forum for coordination for Marin's county-wide response to homelessness. The HPSC is open to all interested parties, including the public, and homeless or formerly homeless individuals. The HPSC is comprised of 18 areas of representation as shown below.

Marin's partners are collaborating across a variety of programs and activities on a regular basis. This collaboration and partnership facilitates continued program expansion, streamlined coordinated care, increased transparency, and best of all, improved health and housing outcomes for homeless and chronically homeless individuals and families being moved into and supported in housing. The above partners collaborate with the County of Marin and the Marin Continuum of Care in identifying the priorities for HHAP funding, and will be receiving regular updates on the HHAP-funded project(s)' progress, and offering feedback and participating in decision-making regarding the projects at the HPSC, as appropriate.

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.

The below challenges that have been identified as barriers to implementing Coordinated Entry have also been identified as barriers to partnering with the representatives named above.

- Increasing resources targeting Transition-Aged Youth and Older Adults experiencing homelessness.
 - Strategies underway to address this challenge include utilizing HEAP and HHAP set aside amounts for TAY and giving priority to proposals that accommodate older adults experiencing homelessness.
- Increasing resources for and improving prioritization of families experiencing homelessness.
 - Strategies underway to address this challenge include ensuring that the number of permanent supportive housing vouchers assigned to families is proportionate to the percentage of families on the chronic homelessness by-name list.
 - Additional strategies underway include developing a new prioritization process through Coordinated Entry to better prioritize families that are the most vulnerable.
- Increasing resources for persons experiencing homelessness who require a higher level of care than permanent supportive housing. Many of the most vulnerable in Marin County require the support of a Board and Care or Custodial situation; however, the most service intensive housing available to most people experiencing chronic homelessness in Marin County is Permanent Supportive Housing.
 - Strategies identified to address the challenge include 1) quantifying the need for more highly supportive beds and; 2) educating local, state, and federal leadership and funders regarding the need for higher service-intense housing and other resources for persons experiencing homelessness in Marin County.
- Integrating partners from Behavioral Health and additional subpopulation-focused providers.
 - Strategies identified include targeted outreach to subpopulation-focused provider partners that are not currently integrated into the Coordinated Entry System (e.g. Latinx providers).
- Ensuring consistency of access to subsidies despite fluctuation in availability of subsidy programs.
 - Strategies underway to address this challenge include leveraging the Marin Housing Authority’s position as a central partner in the Continuum of Care, and as the Coordinated Entry provider. Marin Housing Authority regularly communicates with other provider partners regarding applications for housing vouchers and spearheads initiatives to apply for funds to address and end homelessness for the most vulnerable in Marin County.
 - Strategies identified include planning ahead anticipating timing of subsidy access for providers so that subsidies will be able to be applied as soon as they are available and any shortfalls may be avoided.

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.*

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.

Through many community discussions of priorities and strategies to prevent and end homelessness in Marin County, stakeholders have advocated for and set the following goals:

- **End Chronic and Veteran Homelessness in Marin County by 2022;**
- **Create Additional Permanent Housing Opportunities to Address Needs of the Most Vulnerable;**
- **Maintain and Enhance Fidelity to the Principles of Housing First;**

To achieve these goals, the Continuum of Care HHAP-funded project will impact the following solutions that have been identified for further community focus and development. Community partners recommended the creation of additional site-based housing incorporating peer support/peer-led groups to help newly housed tenants achieve housing stability while following a low-barrier, harm reduction approach. In Marin County, per-unit development cost is roughly \$600,000 per unit. Because a total allocation of \$1,218,057.42, not including administrative costs, can only fund permanent housing development costs for development of 1.88 units, the Marin CoC will use HHAP funding to serve and house approximately 1-2 persons (100%) experiencing homelessness in additional site-based Permanent Supportive Housing for homeless Veterans, youth, and persons experiencing chronic homelessness.



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

Applicant Information

CoC / Large City / County Name

Marin Continuum of Care

Receiving Redirected Funds?

No

Administrative Entity Name:

Marin County Department of

Total of Redirected Funding Received

N/A

HHAP Funding Expenditure Plan*

Eligible Use Category	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance /Rapid Rehousing						
Operating Subsidies and Reserves						
Landlord Incentives						
Outreach and Coordination (including employment)						
Systems Support to Create Regional Partnerships						
Delivery of Permanent Housing	226,558.60	226,558.60	226,558.60	226,558.60	226,558.60	1,132,793
Prevention and Shelter Diversion to Permanent Housing						
New Navigation Centers and Emergency Shelters						
Innovative Solutions						
Strategic Homelessness Planning (up to 5%)						
Infrastructure Development CES or HMIS (up to 5%)						
Youth Set-Aside (no less that 8%)	19,489.00	19,489.00	19,489.00	19,489.00	19,489.00	97,445.00
Administrative (up to 7%)	17,052.88	17,052.88	17,052.88	17,052.88	17,052.88	85,264

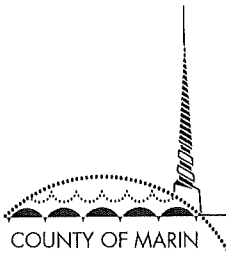
*Narrative should reflect details of HHAP funding plan

TOTAL FUNDING ALLOCATION

1,218,057.00

REFERENCES:





DEPARTMENT OF
HEALTH AND HUMAN SERVICES

Promoting and protecting health, well-being, self-sufficiency, and safety of all in Marin County.

February 10, 2020



Benita McLarin, FACHE
DIRECTOR

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Business, Consumer Services, and Housing Agency
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20 North San Pedro Road
Suite 2002
San Rafael, CA 94903
415 473 6924 T
415 473 3344 TTY
www.marincounty.org/hhs

To Whom It May Concern:

This letter observes that the County of Marin, Department of Health and Human Services, and the Marin Continuum of Care (CoC), as applicants with overlapping jurisdictions for Homeless Housing, Assistance and Prevention (HHAP) funding, do hereby acknowledge and agree to regional coordination and partnership, per Health and Safety Code 50219(a)(1). While the County of Marin is the Administrative Entity for both the County and CoC HHAP funds, the Marin CoC sets the funding priorities for its own allocation of funds.

The County of Marin and the Marin CoC (also known as the Homeless Policy Steering Committee) agree to participate in regular meetings to jointly plan and evaluate HHAP spending and projects. These discussions will take place at the regular quarterly general meetings of the Homeless Policy Steering Committee or its subcommittees. Attendees include interested members of the public as well as the voting membership of the HPSC. Voting members are composed of local partners engaged in addressing and ending homelessness in Marin, including elected officials, county department representatives, homeless housing and services providers, public housing, affordable housing developers, law enforcement, probation, school districts, veterans' services, employment services, youth, and representatives with lived experience of homelessness.

The County of Marin and the Marin CoC have reviewed and agree with how each intends to fund its respective HHAP-funded project(s). Both agree that the other's spending plan accurately addresses the share of regional need to address homelessness in Marin.

Sincerely,

Benita McLarin, FACHE

Director, Marin County Department of Health and Human Services