



Homeless Housing, Assistance and Prevention (HHAP) Grant Program

Submission ID NOFA-HHAP00045

Applicant Information

Eligible Applicant Name:

Eligible Applicant Name Response: **Monterey**

Eligible Applicant Type:

Eligible Applicant Type Response: **County**

COC Number:

COC Number Response: **506**

Eligible Applicant Email:

Eligible Applicant Email Response: **rowlandg@co.monterey.ca.us**

Eligible Applicant Phone:

Eligible Applicant Phone Response: **(831) 796-3584**

Administrative Entity Name and Address:

Administrative Entity Name and Address Response:

Monterey County Department of Social Services

1000 S. Main St, Ste 301

Salinas, CA 93901

Is This a Government Entity?

Is This a Government Entity Response: **Yes**

Primary Contact Information

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Applicant Redirections?

Applicant Redirections Response:

Applicant Redirections Response: No

1. Homelessness Response System Gaps Assessment

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

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

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

Homelessness Response System Gaps Question 1a - Begin Answer
A variety of data sources, both qualitative and quantitative, were used to determine the existing gaps in the homelessness response system. The qualitative data was gathered by a survey in December 2020 and January 2021 that gathered input from people with lived experience of homelessness. The survey, offered in both English and Spanish, requested respondents to indicate how important it is to address different needs. A scale of 1 to 5 (1 was "very important" and 5 was "not important") was used to rate: the kinds of interventions that should be made available, specific populations who would most benefit from interventions, and the geographic location of interventions. Additionally, respondents indicated their race, ethnicity, age range, gender, current housing situation, and geographic location of current housing situation. Quantitative data for the needs met was drawn from the 2019 Point-in-Time Count, the 2019 Housing Inventory Count, 2019 System Performance Measures, Stella visualizations of Longitudinal Systems Analysis for 2019, 2019 Annual Performance reports, and ad hoc

reports generated to determine a variety of additional data points including emergency shelter vacancy rates during the 2019 summer months and winter months separately.

Homelessness Response System Gaps Question 1a - End Answer

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

Homelessness Response System Gaps Question 1b - Begin Answer As noted above, in December 2020 and January 2021, Monterey County along with the CoC and our regional partners conducted a needs assessment survey designed to gather input from people with lived experience of homelessness. This survey was offered in both paper and online formats and available in English and Spanish. Outreach teams, homeless service providers and organizations offering rental assistance and other prevention services were all engaged in a process to distribute the survey and gather responses. A total of 63 individuals responded, and this data has been included in the needs assessment.

As part of the process for developing the update to the Lead Me Home (LMH) 10 Year Plan to End Homelessness, CHSP and our regional partners engaged in a system assessment process facilitated by consulting firm Focus Strategies. This assessment work was conducted between April and October 2020 and included a range of opportunities for input including interviews with key stakeholders. Several advocates and people with lived experience of homelessness provided input on system strengths and gaps, which are reflected in an assessment report completed in July 2020. Focus Strategies also conducted a youth needs assessment in October 2020 to January 2021 that included significant input from youth experiencing homelessness. The Youth Action Board (YAB) reviewed and provided comment on the draft needs assessment document.

People with lived experience of homelessness are involved with ongoing planning and decision-making in the homelessness response system for Monterey and San Benito Counties through a range of structures and processes. There is a seat for a person with lived experience on the CoC Leadership Council. A Youth Action Board has recently been created and meets regularly to provide input on youth system design and implementation. Monterey County holds a range of community meetings, focus groups, input sessions and other opportunities for input throughout the year and work with CoC member agencies and other service providers to

ensure that people with lived experience of homelessness are meaningfully included in these sessions.

Homelessness Response System Gaps Question 1b - End Answer

- c. How organizations that have historically served communities of color but may not have previously participated formally in the CoC and may not be a part of the homelessness provider community had meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they will be engaged in system planning over time;

Homelessness Response System Gaps Question 1c - Begin Answer

The Monterey and San Benito County CoC strongly involves organizations serving communities of color in the governance and implementation of our homelessness response system. The Leadership Council includes seats for service providers, homeless coalitions, community and faith-based organizations, health care organizations, legal organizations, job councils and others. Current Leadership Council members include California Rural Legal Assistance, Inc., California Department of Corrections, Monterey County Department of Social Services, San Benito County Health and Human Services Agency, and Housing Authority of the County of Monterey, among others.

As noted above, Monterey County with CHSP and our regional partners conducted a needs assessment survey in December 2020 and January 2021 to gather input from people with lived experience of homelessness. Distribution and collection of this survey was organized through engagement with organizations serving communities of color as well as people experiencing homelessness and housing instability. Organizations that assisted with collecting surveys included: CSUMB HEART Outreach Team, Central Coast Center for Independent Living and CSUMB Chinatown Health Engagement.

Additionally, many organizations that serve communities of color were engaged in the needs assessment process conducted by Focus Strategies for the LMH Plan Update, including the CSUMB Chinatown Health Education program, Housing Resource Center of Monterey County, and Salinas/Monterey County Homeless Union.

Homelessness Response System Gaps Question 1c - End Answer

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

Homelessness Response System Gaps Question 1d - Begin Answer As noted above, in December 2020 and January 2021, Monterey County, CHSP, and our regional partners conducted a needs assessment survey designed to gather input from people with lived experience of homelessness. This survey was offered in both paper and online formats and available in English and Spanish. A scale of 1 to 5 (1 was "very important" and 5 was "not important") was used to rate specific populations who would most benefit from interventions which included families with children, youth, veterans, seniors, victims of domestic violence, people who are undocumented, people with disabilities, and people who are LGBTQ.

Additional data from the 2019 Point-in-Time count and American Community Survey addressed the gaps in availability of services for special populations.

Homelessness Response System Gaps Question 1d - End Answer

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

Homelessness Response System Gaps Question 1e - Begin Answer Racial and ethnic disparities were addressed by determining differences in the importance of the availability of homelessness services, as well as differences in access to and outcome of the homelessness response system. As noted above, Monterey County and our regional partners conducted a needs assessment survey in December 2020 and January 2021 that gathered input from people with lived experience of homelessness. The survey, offered in both English and Spanish, requested respondents to indicate how important it is to address different needs. A scale of 1 to 5 (1 was "very important" and 5 was "not important") was used to rate: the kinds of interventions that should be made available, specific populations who would most benefit from interventions, and the geographic location of interventions. Additionally, because respondents indicated their race and ethnicity, we were able to investigate any racial disparities in perceived importance. Monterey County, along with the CoC also completed a Racial Disparities in Homelessness Analysis that compared the racial and ethnic per capita populations of the general population (American Community Survey), the homeless population (2019 Point-in-Time Count), the active population from HMIS, and the outcomes of services of those served by the homelessness response system. Racial and ethnic disparities were also assessed using administrative (HMIS) and other data. The racial and ethnic data available in the 2019 Point-in-Time Count, Stella visualizations of Longitudinal Systems

Analysis for 2019, 2019 Annual Performance reports, and ad hoc reports generated from HMIS are included in those findings in the needs assessment.

Homelessness Response System Gaps Question 1e - End Answer

- f. How frequently gaps assessments are conducted;

Homelessness Response System Gaps Question 1f - Begin Answer

The CoC conducts a range of different ongoing activities to assess gaps and needs in the homelessness response system for Monterey and San Benito Counties. CHSP, as the lead agency, runs HUD system performance reports at least annually and reviews the results to identify areas in need of improvement. Monterey County and CHSP staff also conduct an annual monitoring of each funded provider agency and data quality review to identify what is working well and where adjustments are needed to program capacity, quality and alignment to best practices. In the past year, CHSP and our regional partners have commissioned a series of system assessment reports conducted by Focus Strategies and the Middlebury Institute of International Studies in Monterey, including a qualitative assessment of system strengths and gaps that was completed in July 2020, an assessment of the local CES system completed in early 2020, a quantitative analysis of system performance completed in October 2020 and youth needs assessment completed in January 2021. A needs assessment survey was distributed to people with lived experience of homelessness in December 2020 and January 2021. Moving forward, the CoC will conduct the survey annually at the beginning of each calendar year, possibly in conjunction with the Point in Time Count. Additionally, Monterey County DSS conducts a community needs assessment consisting of in-person and on-line surveys by going into all regions of the county and targeting the population of low-income residents every two years. The needs assessment informs DSS regarding service priorities for the next two years. DSS also conducts annual on-site monitoring of sub-contractors.

Homelessness Response System Gaps Question 1f - End Answer

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

Homelessness Response System Gaps Question 1g - Begin Answer

The Leadership Council of the CoC is the body responsible for overseeing the design and implementation of the regional homelessness response system for Monterey and San Benito Counties. The Council holds the authority to make funding allocation decisions for funds awarded to the CoC (for example,

HEAP, HHAP, federal CoC dollars) and serves in an advisory role to align funding that is awarded to regional partners – the Counties of Monterey and San Benito and the City of Salinas. To the maximum extent possible, the Leadership Council takes a data-drive approach in making decisions or reviewing and advising upon funding allocations. RFPs and other funding processes are designed based upon an analysis of where there are system gaps and funding is prioritized to address the most urgent needs and to achieve the greatest possible impacts. In fall 2020, the Leadership Council created a funding subcommittee with representation from all the regional partners with the specific goal of further coordinating and aligning all the resources in the community that is dedicated to addressing homelessness. This committee is in the process of developing a set of tools and processes to regularly review system data, identify and quantify gaps, and coordinate funding to ensure regional resources are put to their highest and best use.

The biennial Community Needs Assessment (CNA) conducted by Monterey County DSS analyzes both qualitative and quantitative data to provide a comprehensive “picture” of our service area and directs the priorities for the Community Action Plan. The information was gathered through a CNA survey administered in-person, online, and through our community network of service providers, as well as public comments, customer evaluations, statistical data, evaluation studies, and key sources of research-based data. The CNA describes our local poverty-related needs and will be used to prioritize eligible activities offered to low-income community members over the next two years.

Homelessness Response System Gaps Question 1g - End Answer

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

Homelessness Response System Gaps Question 1h - Begin Answer
CHSP, as the lead agency for the CoC, has a strong orientation to system performance. All contracts executed with providers incorporate both process objectives (numbers of people to be served) as well as outcome objectives. All contracts for HHAP-2 funded projects will similarly incorporate outcome measures and progress will be tracked on a regular basis to ensure desired results are being achieved.

As noted above, Monterey County, CHSP, and our regional partners have recently engaged a consulting firm, Focus Strategies, to conduct a system performance assessment. This analysis used HMIS,

HIC and PIT data to understand key measures at both the program and overall system levels, including: bed utilization, entries into programs from literal homelessness, length of stay in programs, rate of exit to permanent housing and cost per permanent housing exit. As part of our work to update the Lead Me Home 10 Year Plan, Monterey County in conjunction with the CoC will be establishing performance targets for these measures for program types (e.g. shelter, transitional housing, rapid rehousing, and permanent supportive housing) as well as for the overall system. The HHAP-2 contracts will incorporate measures that align with these program and system targets and we will track progress on a quarterly basis. Monterey County, CHSP, regional partners, and the Leadership Council, which includes Monterey County will also continually be tracking and analyzing emerging needs in the system and will adjust HHAP-2 resource investments as needed to fill emerging gaps or to address underspending.

Homelessness Response System Gaps Question 1h - End Answer

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

Homelessness Response System Gaps Question 2a - Begin Answer

The CoC's 2019 Point-in-Time count found that a total of 2,704 people and 1,988 households were experiencing homelessness in Monterey and San Benito counties. Of the 2,704 people, 1,998 were unsheltered, 364 were in emergency shelters, and 342 were in transitional housing on the night of the count. Race and ethnicity of the populations of people experiencing homelessness are as follows: (See chart in attached report.)

The CoC's 2019 Housing Inventory Count is presented below (See chart in attached report). Of the 1,415 homelessness services beds available in the CoC, the majority are designated for either emergency shelter (34%) or transitional housing (35%). Additionally, although the specific types of beds available for households with and without children differs somewhat, overall, the CoC is relatively balanced in the number of beds available for each household type.

Since the COVID-19 pandemic began, the CoC and the community have focused efforts on non-congregate shelter for high-risk unsheltered individuals. Much of the State HEAP and ESG funding has been redirected to COVID response – for non-congregate shelter, sanitation stations and rapid rehousing. Future funding (HHAP Round 2 and ESG CV-2) has been dedicated to bringing permanent housing solutions to the community, in the form of Homekey and other PSH projects. We also see our funding efforts being directed at the operations and subsidies for the various shelters throughout Monterey and San Benito Counties, all of whom are experiencing new challenges as they shifted their operations to 24-hours to help mitigate the spread of COVID-19. As the pandemic continues, funding priorities will continue to shift. However, with the funding committee being well-established, all funding decisions will be made collaboratively with our partners.

Homelessness Response System Gaps Question 2a - End Answer

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

Homelessness Response System Gaps Question 2b - Begin Answer

Multiple data sources point to gaps in the array of services needed for special populations. Beginning with qualitative data, Monterey County, the CoC, and our regional partners conducted a needs assessment survey designed to gather input from people with lived experience of homelessness. This survey was offered in both paper and online formats and available in English and Spanish. A scale of 1 to 5 (1 was “very important” and 5 was “not important”) was used to rate specific populations who would most benefit from interventions which included families with children, youth, veterans, seniors, victims of domestic violence, people who are undocumented, people with disabilities, and people who are LGBTQ. Overwhelmingly, respondents perceived that services for families with children and for victims of domestic violence were the most critical to address - 100% of respondents rated these populations as either very important or important to provide services to. Additionally, more than 90% of respondents also rated services for youth, veterans, seniors, and the disabled as critical.

Data from the 2019 Point-in-Time count is presented below (see chart in attached report) and illustrates the high percentage of unsheltered households – households both with and without children. These data, in conjunction with the HIC data referenced above, suggests that on the night of the 2019 count, emergency shelter for families was under-resourced by approximately 75%, while emergency shelter beds for adults could have been 375% greater to address the need.

Youth and young adult (YYA) homelessness is also of particular interest for the CoC: individuals under the age of 25 make up 28% of the persons experiencing homelessness in Monterey County and 16% of those in San Benito County.

Data regarding the need to address specific sub-populations experiencing homelessness also comes from the 2019 Point-in-Time count. The data in the table below (attached, in report) shows that approximately 1/3 of those experiencing homelessness are classified as chronically homeless (this classification often also includes those experiencing severe mental illness or chronic substance abuse). The HIC data referenced above shows relatively little access to stable housing (either financially assisted or supported) for people experiencing chronic homelessness.

Finally, approximately 50% of the people counted in the 2019 Point-in-Time count reported they were of Latinx origin. Likewise, 50% of those with lived experience who responded to the qualitative survey reported they were Latinx. Although data are not available that speak to their English language proficiency, data from the American Community Survey suggests that more than half of households who speak Spanish at home are not fluent in English. This suggests that the availability of services for those in their native language is crucial in order to ensure equitable access.

Homelessness Response System Gaps Question 2b - End Answer

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

Homelessness Response System Gaps Question 2c - Begin Answer

The CoC completed a Racial Disparities in Homelessness Analysis that compared the racial and ethnic per capita populations of the general population (American Community Survey), the homeless population (2019 Point-in-Time Count), the active population from HMIS in 2018, and the outcomes of services of those served by the homelessness response system in 2018. CoC found significant disparities, particularly when comparing the African American and

White populations. The per capita of African Americans in the Point-in-Time count was more than 12 times greater than the per capita of Whites. However, African Americans were represented in HMIS only 3.5 times more than Whites. This disparity suggests that improving outreach to African Americans experiencing homelessness may help to reduce disparities in system access. The CoC report also found that disparities were less striking when system outcomes were assessed (as compared to system access). African Americans were only somewhat less likely than Whites to exit to a positive destination (family/friends, rental with or without subsidy) and somewhat more likely to exit to a jail, prison, or juvenile detention facility.

Data are also presented in Section 6, Racial Equity Efforts, that show racial and ethnic disparities in 2019 in accessing coordinated entry, emergency shelters, and permanent supportive housing, length of time homeless, length of time to get housing, and returns to homelessness. Of interest is that the racial and ethnic proportions of those accessing coordinated entry are consistent with those who were experiencing homelessness in the Point-in-Time count. In contrast, and consistent with the CoC's analysis just presented, the Section 6 data indicate an overrepresentation of White people and an underrepresentation of African Americans accessing emergency shelter and permanent supportive housing. The Latino population appears to be accessing emergency shelter at a rate higher than might be expected (67%) given the Point-in-Time count (50%), although appears to access permanent supportive housing at somewhat lower-than-expected rates (41%).

Section 6 data regarding racial disparities in exits to permanent housing are also similar to the CoC analysis, with fewer disparities evident in exit rates to permanent housing than in access to shelter. In contrast, Latino households exited to permanent housing at higher rates (70%) than might be expected given they represented 50% of the homeless population. HMIS data also indicate that people identifying as African American or Latinx experience less time homeless (African American 412 days; Latinx 262 days) than those who are White or Non-Latinx (White 522 days; Non-Latinx 415 days) and achieve housing in a shorter period of time (African American 160 days; White 287 days; Latinx 435 days; Non-Latinx 578 days). The rate of returns to homeless fall along racial lines of the experience of homelessness and access to coordinated entry, suggesting that African Americans are returning to homelessness at a somewhat higher rate than might be expected. For those identifying as Latinx, although they access shelter and permanent housing at higher rates and in shorter timeframes than expected, they also return to homelessness at a relatively high rate.

Homelessness Response System Gaps Question 2c - End Answer

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

Homelessness Response System Gaps Question 2d - Begin Answer

No other disparities were investigated.

Homelessness Response System Gaps Question 2d - End Answer

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

Homelessness Response System Gaps Question 2e - Begin Answer

As illustrated by the chart below, there is a significant need for all types of service in Monterey and San Benito Counties. Across the board, there is less than half of the need being met. While new funding has given us the opportunity to fill these needs, the demand is much greater than the supply.

Homelessness Response System Gaps Question 2e - End Answer

Table: SERVICE GAP ANALYSIS

	Total # of Clients Currently Needing This Service	Total # of Clients Currently Receiving This Service	Remaining Need
Interim Housing/Shelter Beds	2362	364	1998
Rental Assistance	2233	170	2063
Supportive Housing (Permanent)	910	269	641
Outreach	1998	293	1705
Prevention/Diversion	877	0	877

2. Regional Resources Planning

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

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

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

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

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

Regional Resources Planning Question 1 - Begin Answer

The Leadership Council (LMH CoC governing board) is the primary structure through which the Continuum of Care coordinates its funding with the funding received by regional partners. The regional partners that receive significant allocations of federal and State resources to address homelessness are the County of Monterey, the County of San Benito and the City of Salinas. Other cities also receive

smaller allocations of funding from various sources. The Leadership Council is the entity that makes funding decisions for sources awarded to the CoC and also provides a forum wherein the other entities come to the table to coordinate and align all their funding streams. The Leadership Council is comprised of representatives from the following: Board of Supervisors from both Monterey and San Benito Counties, mayors from cities in both Monterey and San Benito counties, a councilperson from the City of Salinas, the local Housing Authority, a liaison from the Office of Education, county departments related to homelessness (DSS, HHS), faith-based organizations, homeless or formerly homeless individuals, advocates, public and private philanthropy groups, homeless service providers, and nonprofit/for profit housing developers. The Leadership Council recently created a funding subcommittee with representatives from each of the regional partners to improve coordination and alignment of the region's funding sources. This has helped create even more robust coordination among the regional entities as new one-time COVID-19 funding has come into the community over the past year (e.g. ESG-CV, project Homekey and Roomkey, etc.). With new resources becoming available and short timelines for making decisions, the funding committee has become a critical forum in which the entities can meet, discuss emerging needs, inventory available funds and make decisions about the best use of resources.

Regional Resources Planning Question 1 - End Answer

3. HHAP-2 Funding Plans

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

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

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

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

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

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

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

HHAP-2 Funding Plans Question 2 - Begin Answer

Monterey County in close coordination with the CoC will continue prioritizing a significant portion of the HHAP-2 funding towards housing pathways for individuals and families living in Project Roomkey sites and those exiting the new navigation center (SHARE Center). After conducting an extensive survey, the City of Salinas and Monterey County approved naming the navigation center the Salinas Housing Advancement Resources & Education Center (SHARE Center). Of the \$1,207,803.00 allocated to our county, \$720,000 has been designated to support Rapid-Rehousing and Housing Navigation Service activities of families and individuals exiting the SHARE Center, in addition \$342,890.40 is intended to provide critical support services to persons while they reside in the SHARE Center. Monterey County will continue collaboration with regional partners in implementing and administering Good Nite Inn, a Project Homekey site operated as permanent supportive housing.

The Good Nite Inn is a regional partnership, with funding being contributed by the County of Monterey, the CoC, the Housing Authority of the County of Monterey, the City of Salinas and Shangri-la (the housing developer that will be converting rooms to PSH). The Good Nite Inn is a 108-unit project that opened its doors in December 2020. To date, 56 units have been occupied. The Good Nite Inn is one of the primary pathways to housing for people living in hotels funded through Project Roomkey. Under current plans, 54 out of the 120 people living in Roomkey rooms have moved into the Good Nite Inn. More will continue to move in when ADA rooms have completed rehabilitation.

\$60,391.50 in HHAP-2 funding will be allocated to a range of Strategic Homeless Planning activities to be administered by Monterey County. Strategic Homeless Planning will include a range of eligible uses, with a priority given to activities that help people currently experiencing homelessness to secure stable housing including HMIS administration and service coordination. Some of these funds will also likely be used to assist residents of Project Roomkey to secure a pathway to housing.

HHAP-2 Funding Plans Question 2 - End Answer

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

HHAP-2 Funding Plans Question 3 - Begin Answer

Monterey County will utilize the Department of Social Services fiscal and Community Action Partnership program branch to provide oversight, administration, and monitoring of HHAP2 projects.

Lori Medina in her capacity as DSS Director will oversee the management of the HHAP 2 programs.

Becky Cromer as DSS Finance Director will provide fiscal oversight and will respond to state monitoring questions.

Lauren Suwansupa, CAP Director will manage navigation center contract and operations.

Anastacia Wyatt, Housing Program Manager will work with DSS regarding ongoing SHARE Center operations, programs, and other housing navigation needs.

Glorietta Rowland and Denise Vienne, DSS/CAP Management Analyst II will manage HMIS and CARS data entry.

HHAP-2 Funding Plans Question 3 - End Answer

Descriptions should include but are not limited to:

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

HHAP-2 Funding Plans Question 3a - Begin Answer

DSS staff as detailed above will manage the implementation of the SHARE Center and the agreement with the operator.

The SHARE Center operator has detailed the following staffing plans:

1 program manager

5 housing navigators/care coordinators

1 property manager

12 residential counselors

1 maintenance coordinator

1 employment coordinator

1 kitchen supervisor

For a total 22 FTE.

HHAP-2 Funding Plans Question 3a - End Answer

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

HHAP-2 Funding Plans Question 3b - Begin Answer

Monterey County will utilize the Department of Social Services fiscal and Community Action Partnership program branch to provide oversight, administration, and monitoring of HHAP2 projects. Specific staff for HHAP 2 oversight will be identified after allocations are confirmed.

HHAP-2 Funding Plans Question 3b - End Answer

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

HHAP-2 Funding Plans Question 4 - Begin Answer

Over the past year, Monterey County in partnership with the CoC has intensified its focus on understanding the needs of youth experiencing homelessness in Monterey and San Benito Counties. The community recently engaged in the 100-Day Challenge to End Youth Homelessness under the direction of CHSP, which resulted in 36 youth gaining safe and stable housing. This initiative was the community's first organized attempt to coordinate YYA efforts and services across both counties. The effort was fruitful and encouraged service providers and agencies to work in a more coordinated and less siloed manner, through the expansion of networks and resource identification. Stakeholders involved in the process expressed a desire to continue the collaborative efforts and partnerships made during the 100-Day Challenge. The 100-Day Challenge served as a building block for the community's efforts to develop a needs assessment and a plan for youth homelessness in preparation for submitting an application for HUD's Youth Homelessness Demonstration Project (YHDP) when the next NOFA is released.

In addition to engaging service providers, the 100 Day Challenge motivated efforts for the CoC to revive the Youth Action Board. Not only will their voices be central to all youth programming and the overall youth homelessness response system, the YAB has also been formalized as an advisory committee to the Leadership Council. The YAB will also be central to the development of a youth specific Coordinated Entry System. With the help of consultants, Focus Strategies, CHSP and the YAB will be collaborating on a new policy and procedures manual for Youth CES.

The CoC will seek YHDP funds to better serve the diverse population of YYA in the community and tailor services to best serve the unique needs of youth in the region. From October 2020 through January 2021, CHSP worked with Focus Strategies to develop a needs assessment to explore the current strengths of the system in serving YYA experiencing homelessness as well as identify opportunities to reimagine how the system can better serve youth and young adults, meet their unique needs, and facilitate a successful transition to stable housing. A key goal in this work is to ensure the voices of YYA in the community are central in the crafting of the Youth Homelessness Plan and the design of the youth homelessness response system moving forward.

One key finding of the needs assessment is that while the region has some youth-specific programs and resources (including youth outreach, youth-specific shelter beds, and housing programs for youth), these are not adequately scaled nor regionally distributed. Services and programs for youth tend to be concentrated in the Monterey Peninsula and the City of Salinas; transportation and other access barriers that make it challenging for youth from other areas of the region to access these services. Youth are also having to access the adult shelter and housing systems due to

the lack youth-targeted programs, while others avoid these programs entirely due to their not feeling safe or welcome. The needs assessment identified a necessity for a range of youth-specific interventions, and particularly for an increased inventory of housing programs specifically targeted to youth. For rental assistance programs, it was identified that youth typically need longer periods of subsidy than the six months that is typical for adult rapid rehousing.

In response to this assessment, County will be combining our HHAP-2 youth set aside funds in collaboration with the CoC for a rapid rehousing program for youth, whose operator will be decided through an RFP process conducted by the CoC.

HHAP-2 Funding Plans Question 4 - End Answer

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

HHAP-2 Funding Plans Question 5 - Begin Answer

As noted in Section 1, people with lived experience of homelessness are involved with ongoing planning and decision-making in the homelessness response system for Monterey and San Benito Counties through a range of structures and processes. There is a seat for a person with lived experience on the CoC Leadership Council. A Youth Advisory Board has recently been created and meets regularly to provide input on youth system design and implementation. As part of the process of developing the update to the LMH 10 Year Plan, the CoC will explore additional formalized structures for meaningful involvement of individuals experiencing homelessness in the planning, design, implementation and evaluation of the homelessness response system, such as by creating a Lived Experience Advisory Board.

In response to a request from Monterey County Homeless Union, Monterey County formed an ad-hoc committee with the mission to provide feedback to the Monterey County Health, Housing and Human Services Committee (HHSC), a sub-committee of the Board of Supervisors. The HHSC committee is a standing BOS committee made up of two members of the Board of Supervisors. HHSC would receive feedback from the Homeless Representative advisory committee and as appropriate make program and/or funding

recommendations to the full BOS. The Homeless Representative advisory committee has since disbanded. Monterey County is considering the current needs of persons experiencing homelessness and will ensure representatives of the homeless community will be given a voice in addressing the Board of Supervisors and informing the county's initiatives to end homelessness.

Another option being considered is to convene regular and ongoing focus groups or other input opportunities addressing specific elements of

the system, such as input groups on how to improve mobile outreach and encampment response, emergency shelter, housing pathways, and other topics.

HHAP-2 Funding Plans Question 5 - End Answer

4. HHAP-2 Goals

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

HHAP Programmatic Goals

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

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

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

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

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

Table – Statutory Goals by Intervention Type – Rental Assistance

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	2063					
# of individuals to be served	0	102	0	0	0	102

# of individuals to be placed into permanent housing	0	81	0	0	0	81
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Table – Statutory Goals by Intervention Type – Interim Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	1998					
# of individuals to be served	0	100	0	0	0	100
# of individuals to be placed into permanent housing	0	81	0	0	0	81

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

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

Table – Statutory Goals by Intervention Type – Outreach

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

Table – Statutory Goals by Intervention Type – Services

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
# of individuals to be served	0	100	0	0	0	100
# of individuals to be placed into permanent housing	0	81	0	0	0	81

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

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

HHAP-2 Goal Question 1 - Begin Answer

The CoC and our regional partners have recently engaged a consulting firm, Focus Strategies, to develop an update to the Lead Me Home (LMH) 10 Year Plan to End Homelessness. This new plan is scheduled for completion by June 2021 and will include goals, strategies and measurable objectives for the Monterey and San Benito County homelessness response system. A key element of this plan will be the adoption of a set of performance targets. The targets are still being developed and will build off the results of a baseline system performance assessment completed in October 2020 by the CoC's strategic planning consultant, Focus Strategies. This analysis used HMIS, HIC and PIT data to understand key measures at both the program and overall system levels, including: bed utilization, entries into programs from literal homelessness, length of stay in programs, rate of exit to permanent housing and cost per permanent housing exit. The LMH Plan update will include performance targets for these measures for each program type (shelter, transitional housing, rapid rehousing, and permanent supportive housing) as well as for the overall system

HHAP-2 Goals Question 1 - End Answer

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

HHAP-2 Goal Question 1 - Begin Answer

The County's original HHAP-1 funds were allocated with awards made for: rental assistance, outreach and coordination, youth outreach and youth rapid rehousing, operations of a new shelter for women and families in Seaside and a navigation center in Salinas, housing navigation services, and landlord incentives. The systemwide goals identified were:

a. Rapid Rehousing

Decrease # of individuals who return to homelessness from 25% to 20%.
House individuals/families receiving RRH case management services within 90 days of starting the program.

House 500 individuals in permanent housing.

85% of people receiving case management services enroll in at least one non-cash benefit.

Increase percent of adults who increased total income from 30% to 60%.

b. Outreach

Increase # of successful exits (exits to PH, PSH, RRH, TH) to housing by 15%

Increase number of new enrollments into CARS from 40% to 80%.

Outreach teams will serve/interact with 500 unduplicated unsheltered individuals.

c. Youth

Increase # of new enrollments from 28 individuals to 60 individuals in CARS
85% of youth receiving case management services enrolled in at least one non-cash benefit.

Increase engagement in CoC funded activities from 122 individuals to 183 individuals.

d. General

of individuals expected to be served (5 years) : 4000

Percentage of individuals successfully placed in permanent housing : 25%

To date, no goal modifications have been submitted. The majority of these funds have not yet been spent and some of the allocations are yet to be put under contract. As the funding is expended, the CoC will be tracking progress against the system-wide goals and will identify any needed adjustments. If adjustments are needed all partners will come together in making those decisions.

HHAP-2 Goals Question 1 - End Answer

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

HHAP-2 Goal Question 1 - Begin Answer

Section 1 and Section 6 provide data that shows racial disparities in access to services when compared with those who are experiencing homelessness as well those who try to access the system through coordinated entry. Specifically, African Americans represent a larger proportion of those experiencing homeless (11%) and accessing coordinated entry (11%), than they do accessing emergency shelter (6%) or permanent supportive housing (5%). Similar percentages for Whites are 64% experiencing homelessness, 67% accessing coordinated entry, 85% accessing shelter, and 80% accessing permanent supportive housing.

[While the data shows disparity in experiencing homeless and accessing coordinated entry and shelter by African Americans, the barriers and challenges leading to this inequity are not clearly understood. Through funding dedicated to housing navigation services at emergency shelters, the County plans to engage in a study to identify these factors and gaps during the first year of navigation center operations. Through this analysis and assessment process, the County aims to use this information to

improve and remodel services to reach an end goal of increasing access and reducing homelessness experienced by African Americans over the next three years.]

HHAP-2 Goals Question 1 - End Answer

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

HHAP-2 Goal Question 1 - Begin Answer

The County along with the CoC intends to use the HHAP-2 funding for a rapid rehousing program for youth by issuing an RFP for a service provider with experience serving transition age youth. The CoC's goal is that 70% of youth exiting this program secure permanent housing. While the typical benchmark for adult rapid rehousing would be 80%, our experience with the 100-day challenge for youth has illuminated the additional barriers and challenges that TAY face in securing housing in the private rental market. The lower outcome goal aligns with best practices and realistic expectations for youth rapid rehousing.

HHAP-2 Goals Question 1 - End Answer

5. Local Project Selection Process

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

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

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

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

Local Project Selection Process Question 1 - Begin Answer

The County and City of Salinas have partnered to build a new housing navigation center at 845 E. Laurel Drive in Salinas, expected to open in Spring 2021. The SHARE Center will serve up to 100 City and County residents experiencing homelessness and will provide services in a housing navigation center model, including emergency shelter and wraparound services with a Housing First approach. In late 2018, The City and the County entered into an MOU establishing roles and responsibilities on the development and operation of the SHARE Center. Under the MOU, the City was tasked with leading the Request for Proposal process of the SHARE Center operator. The RFP process, which included; a community and service provider survey, a Bidders Conference, and a public interview was concluded on December 15, 2020. Following the RFP evaluation criteria and interview scoring rubric, the Selection Panel, comprised of City, County, Monterey Bay Economic Partnership (MBEP) and Coalition staff, ranked Bay Area Community Services as the top candidate to serve as the operator of the new SHARE Center.

To facilitate the selection of a service provider, the County and City brought on Housing Tools, a community development consulting group, to provide project management support for the Request for Proposal (RFP) process. Housing Tools worked collaboratively with the County, City, and the Continuum of Care led by the Coalition of Homeless Services Providers (CHSP) to prepare the RFP scope of work. Before the RFP release, the project team created an online survey (open from October 9 to October 23, 2020) for community members to provide input on the shelter operations. A total of 265 community members and 46 service providers

participated. Survey input was an integral part of the RFP document, which required applicants to address community concerns surrounding the shelter location, operations and security. A Bidders Conference for the organizations that submitted a Letter of Interest was held on October 19, 2020 and the RFP was published on October 28, 2020. Two proposals from the following organizations were received by the submittal deadline of November 4, 2020:

- Community Homeless Solutions
- Bay Area Community Services

Interviews took place on December 15, 2020 with Housing Tools serving as the meeting facilitator and had 28 community members in attendance. Attendees had the opportunity to provide input throughout the interview process through a series of interactive polls. The Selection Panel was impressed with both RFP responses. Both applicants provided detailed histories of their experience and clear insight into their potential role as SHARE Center operator. Though Community Homeless Solutions offers the local knowledge and has been a trusted partner with the China Town Navigation Center and the Warming Shelter, Bay Area Community Services' extensive experience and history securing permanent housing ultimately gave them the higher ranking. With higher scores in both the RFP narrative and interview process, panelists determined Bay Area Community Services as the most qualified applicant to serve as the SHARE Center operator.

[The County will work with CHSP to prioritize needs for the Youth Rapid Rehousing program. Both parties will work together to promote and collaborate with partners. CHSP will lead the application development process and engagement with the Leadership Council and Funding Committee and Youth for Action Board for input. CHSP will ensure the RFP is distributed widely throughout the community to seek out organizations that specifically serve marginalized populations such as LGBTQ, African Americans, and indigenous communities. The Leadership council, a community composed body would lead the selection process of the RFP.]

Local Project Selection Process Question 1 - End Answer

Will subcontractors be utilized? Yes

- a. If the applicant *is not utilizing* a local selection process, please include the following in the explanation:
 - i. Description of why this is the best funding plan for the community; and

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

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

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

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

- b. If the applicant *is utilizing* a local selection process, please include the following in the explanation:
 - i. What is the process and timeline for project selection?

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

The RFP process, which included; a community and service provider survey, a Bidders Conference, and a public interview was concluded on December 15, 2020. Following the RFP evaluation criteria and interview scoring rubric, the Selection Panel, comprised of City, County, Monterey Bay Economic Partnership (MBEP) and Coalition staff, ranked Bay Area Community Services as the top candidate to serve as the operator of the new SHARE Center.

To facilitate the selection of a service provider, the County and City brought on Housing Tools, a community development consulting group, to provide project management support for the Request for Proposal (RFP) process. Housing Tools worked collaboratively with the County, City, and the Continuum of Care led by the Coalition of Homeless Services Providers (Coalition) to prepare the RFP scope of work. Before the RFP release, the project team created an online survey (open from October 9 to October 23, 2020) for community members to provide input on the shelter operations. A total of 265 community members and 46 service providers participated. Survey input was an integral part of the RFP document, which required applicants to address community concerns surrounding the shelter location, operations and security. A Bidders Conference for the organizations that submitted a Letter of Interest was held on October 19, 2020 and the RFP was published on October 28, 2020. Two proposals from the following organizations were received by the submittal deadline of November 4, 2020:

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Interviews took place on December 15, 2020 with Housing Tools serving as the meeting facilitator and had 28 community members in attendance. Attendees had the opportunity to provide input throughout the interview process through a series of interactive polls. The Selection Panel was impressed with both RFP responses. Both applicants provided detailed histories of their experience and clear insight into their potential role as SHARE Center operator. Though Community Homeless Solutions offers the

local knowledge and has been a trusted partner with the China Town Navigation Center and the Warming Shelter, Bay Area Community Services' extensive experience and history securing permanent housing ultimately gave them the higher ranking. With higher scores in both the RFP narrative and interview process, panelists determined Bay Area Community Services as the most qualified applicant to serve as the SHARE Center operator.

[For the youth set aside project, the RFP is scheduled to be launched by June/July 2021 and completed by November/December 2021. The process will be led by CHSP in coordination with the Leadership Council, Funding Committee and Youth for Action Board for input.]

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

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

Local Project Selection Process Question 1b.i.i. - Begin Answer
Monterey County in cooperation with the CoC, has put in place processes to ensure that organizations that do not currently receive funding through any of the State and federal funding sources for homelessness response are not just eligible to apply, but are actively encouraged. All RFPs and NOFA announcements are widely shared, including through posting on the CoC website, announcements in local newspapers, and distribution through email lists. Criteria for project selection are based on objective criteria and do not provide any preferences for currently or previously funded organizations. RFPs include language that encourages any interested organization to apply, whether or not they have a previous history of receiving funding through the homelessness response system. Information regarding partner opportunities are posted on the County website.

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

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

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

People with lived experience of homelessness are involved with ongoing planning and decision-making in the homelessness response system for Monterey and San Benito Counties and are involved in decision-making regarding funding allocations and awards. There is a seat for a person with lived experience on the

CoC Leadership Council, which is the ultimately decision-maker for funding that is awarded to and distributed by the CoC (including HEAP, HHAP and CoC funds). A Youth Advisory Board has recently been created and meets regularly to provide input on youth system design and implementation. Beginning with the HHAP-2 awards, the YAB will be consulted for their input on the RFP development and the review and selection of projects to be funded.

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

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

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

As noted above, the CoC has processes to actively encourage applications for funding from organizations that have not historically received homelessness response system funds, including organizations that serve people from underrepresented communities. To ensure equal access, all RFPs and NOFA announcements are widely shared, including through posting on the CoC website, announcements in local newspapers, and distribution through email lists. Criteria for project selection are based on objective criteria and do not provide any preferences for currently or previously funded organizations. RFPs include language that encourages any interested organization to apply, whether or not they have a previous history of receiving funding through the homelessness response system. RFPs typically also ask organizations to describe their efforts to advance equity and ensure equal access to their services and programs from groups that are overrepresented in the population of people experiencing homelessness (including people of color, indigenous populations, and other groups).

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

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

Local Project Selection Process Question 2 - Begin Answer

Monterey County is an active member of the CoC and the CHSP. The CoC and CHSP is composed of a network of organizations that share the same motivation to address the homeless crisis. The CHSP board of directors and member agencies include a mix of service providers, housing developers, the local housing authority, and other groups. These organizations have a strong track record of working together in a cooperative and collaborative manner to

help leverage each other's work and avoid duplication of effort. When the CoC issues an RFP or NOFA for funding, questions are included asking respondents to describe how they will coordinate with other providers in the region, leverage available resources, and ensure that the programs for which they are requesting funding to not duplicate services that already exist. The CoC also regularly convenes meeting with our provider partners and the broader community to discuss emerging needs, identify gaps, and strategize about the most effective and impactful use of available funding. For example, during the HEAP funding process, numerous community meetings were held throughout each region and they were hosted by not only the CoC, but also special groups that target specific populations like the elderly, youth, etc. In conjunction with guidance from our Leadership Council and recommendations from providers on the ground, community input is highly considered when deciding how funds are allocated. Monterey County program staff has received training in HMIS and have obtained licenses to further collaborate in data sharing with the CoC. County requires homeless service providers sub-contractors to utilize HMIS and Coordinated Entry.

Local Project Selection Process Question 2 - End Answer

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

Table – Local Project Selection Process Assessment

LOCAL PROJECT SELECTION PROCESS ASSESSMENT (check all that apply)
<p>Local Project Selection Assessment Statement: The process will clearly define for potential subcontractors which types of projects will be prioritized for funding and which needs identified in the needs/gaps assessment are intended to be met by funding such projects. Local Project Selection Assessment Response: Yes</p>
<p>Local Project Selection Assessment Statement: The process will prioritize programs that address the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander, Native and Indigenous communities. Local Project Selection Assessment Response: Yes</p>
<p>Local Project Selection Assessment Statement: The process will remove barriers to competitive participation by applicants representing marginalized communities. Local Project Selection Assessment Response: Yes</p>
<p>Local Project Selection Assessment Statement: The process will use objective criteria to evaluate projects for funding. Local Project Selection Assessment Response: Yes</p>
<p>Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will include data on past performance related to the proposed activity (for example, an existing rapid rehousing provider applies to provide rapid rehousing services with HHAP funds and provides HMIS data to show a history of positive outcomes) Local Project Selection Assessment Response: Yes</p>
<p>Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will allow applicants applying to perform services not previously performed by their organization, to provide other data or outcome results to support their competency to perform the proposed activity. Local Project Selection Assessment Response: Yes</p>

Local Project Selection Assessment Statement: The process will have provisions to allow for innovation, while balancing the need for data and performance-based decision-making.

Local Project Selection Assessment Response: **Yes**

Local Project Selection Assessment Statement: The process will be posted publicly on a platform that is accessible to the public.

Local Project Selection Assessment Response: **Yes**

Local Project Selection Assessment Statement: The process will consider the severity of needs and vulnerabilities of the proposed target population in its objective criteria – and aligns its prioritization of these needs with the needs identified through the community needs assessment process.

Local Project Selection Assessment Response: **Yes**

Local Project Selection Assessment Statement: The process will avoid conflict of interest.

Local Project Selection Assessment Response: **Yes**

Local Project Selection Assessment Statement: The process will only fund programs that follow a Housing First approach.

Local Project Selection Assessment Response: **Yes**

Local Project Selection Assessment Statement: The process will include people with lived experience to have meaningful and purposeful opportunities to inform and shape all levels of planning and implementation.

Local Project Selection Assessment Response: **Yes**

6. Racial Equity Efforts

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

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

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

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

Racial Equity Efforts Question 2 - Begin Answer

As part of the annual HUD CoC application, CHSP conducts an analysis of racial equity data and a more recent analysis has been conducted for this HHAP-2 application. Combined, the results show that while nearly every racial group in Monterey County and San Benito County experiences homelessness at higher per capita rates than Whites, they appear to access emergency shelter and permanent supportive housing less than Whites. The differences in access do not appear to be the direct result of help-seeking, as disparities in accessing the coordinated entry system are not as evident. However, these disparities are definitely less apparent when considering permanent housing exits in the homelessness response system. This data suggests that one of the ways to address racial and ethnic disparities in homelessness is through improved outreach to African American communities as well as to reduce culturally specific entry barriers to shelter.

The CoC's coordinated entry system (CARS) policies and procedures mandate that all agencies' staff take steps to ensure that client prioritization, matching & referral to housing comply with the federal Fair Housing Act and Equal Access rules, which prohibit discrimination in housing transactions on the basis of race, national origin, sex, color, religion, disability status, and familial status, and do not violate California fair housing law which provide additional protections based on of sexual orientation, gender identity, gender expression, marital status, medical condition, ancestry, source of income, age, genetic information. The CARS Master List allows filtered searches for subpopulations, priority & eligibility, while preventing discrimination against protected classes. The CoC also conducts an annual training for CoC program staff on the legal requirements of Fair Housing Act & Equal Access Rule. The most recent training included topics on disparate impact, access for clients with criminal record, reasonable accommodations, gender identity, privacy concerns, and best practices in organizational antidiscrimination policies and practices.

As we update the CoC Lead Me Home Plan to End Homelessness, goals and priorities will be included to address the disproportional impacts of homelessness on communities of color. In the early stages of these efforts, the CoC recently hosted an equity training for the entire provider community with True Colors United. It is the intention of the CoC to offer an annual equity training series in which all federal and state-funded programs will be required to attend. In addition, the County is in negotiations with multiple county departments and the CoC to invest in meaningful and impactful community planning to address inequities and standardize policies and practices across all sectors, including Monterey County Department of Social Services, Department of Housing and Community Development, and Department of Health.

Racial Equity Efforts Question 2 - End Answer

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

Racial Equity Efforts Question 3 - Begin Answer

The County, CoC, and our regional partners have addressed the disproportional impacts of homelessness and COVID-19 on communities of color by developing a robust emergency response to the pandemic and working to move as many people as possible into safe and healthy indoor locations, including socially distanced congregate shelter as well as non-congregate Project Roomkey units. In identifying and prioritizing people for Roomkey, we have relied on our mobile outreach programs and our CARS access points to reach unsheltered people across the entire Monterey and San Benito County geography, including those where people of color are more highly represented. Helping people exit the SHARE Center to permanent housing will be one of the primary goals of County HHAP-2 funding.

In August 2020, the County of Monterey developed a report on strategies for addressing the disparate impact of the COVID-19 pandemic on communities of color in the county. This report included a section on policies to address the disparate impacts of COVID in relation to homelessness and housing instability, finding that people who are unsheltered are disproportionately African American and are also more impacted by COVID than people who are housed. The report recommends a short-term strategy of homelessness prevention and helping people already homeless to secure housing. The recommended long-term strategy is to build more affordable housing and create housing opportunities through other options such as home share programs.

Racial Equity Efforts Question 3 - End Answer

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

Racial Equity Efforts Question 4 - Begin Answer

Although there are still some minority communities that are not directly involved in the Leadership Council, there are voices and representation of other minority communities sitting on the board. Due to Monterey and San Benito Counties' diverse population, there are a variety of prominent Black, Asian and Pacific Islander community leaders, with a majority being Latinx, whose voice is central to the planning and implementation of homeless services. This diverse council of Monterey and San Benito County leadership are strong advocates for historically marginalized communities. The Chair of the Leadership Council was not only a child of migrant farm workers, but he continues to bring their plights and issues to the forefront of Monterey County policy.

Racial Equity Efforts Question 4 - End Answer

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

Racial Equity Efforts Question 5 - Begin Answer

Historically, much of the funding in Monterey and San Benito Counties has gone to organizations serving the more densely populated parts of the community (e.g., the Monterey Peninsula, City of Salinas, City of Hollister) since this is where the majority of people experiencing homelessness are located and where service providers have a physical presence. Finding ways to ensure homelessness response system services, shelter and housing is available in more remote areas such as Monterey's South County is one of our priorities, as these areas tend to have a larger number of Latinx households including many agricultural workers. Some strategies under consideration include building up mobile outreach to provide improved geographic coverage and possibly

expanding shelter capacity by creating some smaller facilities in South County and other underserved parts of the geography. Partnerships with non-traditional service providers, including faith-based and grassroots organizations is another avenue for reaching these underserved areas.

Although the City of Seaside and North County on the Peninsula are disproportionately impacted by homelessness. The County recognizes the needs and is focused on collaborating with the CoC on addressing these disparities. A new shelter has recently opened in Seaside. County staff facilitated and participated in several community forums in support of the shelter. The County donated the building, the land, and financial support to ensure the facility would be completed on time.

Racial Equity Efforts Question 5 - End Answer

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

Racial Equity Efforts Question 6 - Begin Answer

The primary way that people learn about and enter programs in the homelessness response system is through the Coordinated Assessment and Referral System (CARS), administered by CHSP. CARS was designed to cover the entire geography of Monterey and San Benito counties by offering two key components: 1) a "No Wrong Door" policy and 2) an all hands-on-deck approach, which invites all organizations offering homeless services to refer clients into the system. The County covers the total cost of this service with funding from CSBG through the Community Action Partnership to eliminate barriers to both clients and grassroots organizations wanting to participate. CARS currently has 24 participating organizations working to identify homeless persons and actively referring them into CES, including non-profits, the Housing Authority, police departments, county social services and health departments, hospitals and faith-based organizations.

Due to the diverse nature of Monterey and San Benito counties, the LMH CoC adheres to best practices by 1) offering the CARS assessment in Spanish, 2) employing at minimum one FTE fluent in Spanish, and 3) contracting with Language Line for those with other language requirements. In an effort to address cultural responsiveness beyond the surface of language, we also provide training on the way in which we use language - most notably, training on anti-discrimination and trauma-informed practices. We are also aware of the different identities that people associate with (i.e., gender) and as such, we accommodate those identities within the responses for our assessment and referrals to programs.

The County recently collaborated with CHSP and CSUMB to implement an outreach team that meets populations experiencing homelessness where they are and provides referrals, information, and services and resources county-wide. The County coordinates with the 2-1-1 program to ensure that consumers have access to information regarding

available resources.

Racial Equity Efforts Question 6 - End Answer

7. How is the applicant making community project grants accessible to smaller organizations that have historically served communities of color, but may not have previously participated formally in the CoC or as a part of the “homeless provider” community?

Racial Equity Efforts Question 7 - Begin Answer

The CoC's funding processes are designed to be open and inclusive and to ensure that organizations that do not currently receive funding through any of the State and federal funding sources for homelessness response are not just eligible to apply but are actively encouraged. All RFPs and NOFA announcements are widely shared, including through posting on the County and the CoC website, announcements in local newspapers, and distribution through email lists. Criteria for project selection are based on objective criteria and do not provide any preferences for currently or previously funded organizations. RFPs include language that encourages any interested organization to apply, whether or not they have a previous history of receiving funding through the homelessness response system. RFPs ask respondents to describe the target populations they serve and strong benefit in scoring is given to organizations and programs that serve underrepresented communities or communities where there are disproportional levels of homelessness.

Racial Equity Efforts Question 7 - End Answer

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

Racial Equity Efforts Question 8 - Begin Answer

The LMH CoC Board, the Leadership Council, rotated its board members just recently, allowing organizations that address racial equity in the community to join the Council. Most notably, the California Rural Legal Assistance, Inc. joined the CoC as a voting member. CRLA's mission to, “fight for justice and individual rights alongside the most exploited in the community” aligns with the CoC's goals to advance racial equity and promote fair and affordable housing options to our most marginalized within the community.

Also new to the Leadership Council is the California State Department of Corrections, Department of Adult Parole. This partnership will be key in developing and maintaining a robust diversion program to help prevent people exiting from jails or prisons from falling into homelessness. Additionally, this new relationship can further lead to a new CARS assessing agency, which will better inform the homelessness response system on the gaps or needs of justice involved populations.

The Monterey Bay Economic Partnership (MBEP) is also a member of the Leadership Council and is currently conducting a racial equity analysis of the Salinas region. Due to Salinas' high population of Latinx individuals and families,

MBEP wanted to ensure that services are accessible to this population as they are historically underserved. It is the intention of MBEP to use this information to help develop an affordable housing plan

Racial Equity Efforts Question 8 - End Answer

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

Racial Equity Efforts Question 9 - Begin Answer

All County contracts executed using this HHAP-2 funding will include requirements that grantees must have a non-discrimination policy in place. The CoC will have upcoming racial equity training that County HHAP contracted organizations will be required to attend. County in coordination with CHSP will analyze HMIS data on clients served in each funded program and the outcomes of each program to identify whether there are any disparities in access or in results. If disparities are identified, we will work with each funded provider to understand possible causes and develop solutions as part of their technical assistance.

Racial Equity Efforts Question 9 - End Answer

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

Table – Racial Equity Assessment

RACIAL EQUITY ASSESSMENT (check all that apply)	
Racial Equity Assessment Statement: We have a racial equity policy within the organization I work for.	Racial Equity Assessment Response: Implementing but could benefit from assistance
Racial Equity Assessment Statement: We collect racial, ethnic and linguistic data on clients and constituents outside of HMIS.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We provide language interpreter/translator services for people who speak languages other than English.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We collect data on service-user or constituent satisfaction with our organization regarding racial equity.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We have formal partnerships with organizations of color.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We allocate resources for engagement and outreach in communities of color.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: Racial equity and cultural competency training are offered to employees within the applicant's organization.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We meet regularly with leaders from communities of color specifically to discuss racial equity within the homelessness system.	Racial Equity Assessment Response: Implemented

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

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

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

Racial Equity Assessment Response: **Implemented**

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

Racial Equity Assessment Response: **Implemented**

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

Racial Equity Assessment Response: **Implemented**

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

Racial Equity Assessment Response: **Implemented**

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

Racial Equity Assessment Response: **Implemented**

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

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

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

Racial Equity Assessment Response: **Implemented**

7. Regional Collaboration and Partnerships

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

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

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

Regional Collaboration and Partnerships Question 1 - Begin Answer

The Leadership Council (LMH CoC governing board) is the primary structure through which Monterey County and the Continuum of Care, coordinates its funding with the funding received by regional partners. The other jurisdiction receiving HHAP-2 is San Benito County. In addition, the City of Salinas, also a CoC member receives allocations of federal and State resources to address homelessness, though they do not receive HHAP. Other cities in the two counties also receive smaller allocations of funding from various sources. The Leadership Council is the entity that makes funding decisions for sources awarded to the CoC and provides a forum wherein the other HHAP funded jurisdictions coordinate and align all their funding streams. The Leadership Council is comprised of representatives from the following: Board of Supervisors from both Monterey and San Benito Counties, mayors from cities in both Monterey and San Benito counties, a councilperson from the City of Salinas, the local Housing Authority, a liaison from the Office of Education, county departments related to homelessness (DSS, HHS), faith-based organizations, homeless or formerly homeless individuals, advocates, public and private philanthropy groups, homeless service providers, and nonprofit/for profit housing developers.

The Leadership Council recently created a funding subcommittee with representatives from each of the regional partners to improve coordination and alignment of the region's funding sources. This has helped create even more robust coordination among the regional entities as new one-time COVID-19 funding has come into the community over the past year (e.g., ESG-CV, project Homekey and Roomkey, etc.). With new resources becoming available and short timelines for making decisions, the funding committee has become a critical forum in which the entities can meet,

discuss emerging needs, inventory available funds and make decisions about the best use of resources.

The Leadership Council (LMH CoC governing board) has appointed CHSP as the Continuum of Care Collaborative Applicant and the designated HMIS lead. CHSP manages the HMIS system and works collaboratively with both counties to gather and analyze data to understand the extent of homelessness in the community, identify gaps and needs, and measure both program and system performance. The County in partnership with CHSP also takes the lead on developing education and training programs for homelessness response system organizations in both counties. Recent trainings have included emergency shelter best practices, youth collaboration 101, an equity training series with True Colors United and anti-discrimination best practices. Monterey County, the CoC and San Benito County also collaborated in 2020 on a youth 100-day challenge which resulted in 40 youth being housed in a 100-day period.

Regional Collaboration and Partnerships Question 1 - End Answer

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

Regional Collaboration and Partnerships Question 2 - Begin Answer

The Leadership Council funding subcommittee is the primary way that the County of Monterey, the CoC, County of San Benito, and City of Salinas come to a single table to coordinate funding plans for HCFC funds. At these meetings, each entity shares their preliminary ideas for how to best use their available sources to fill system gaps, and then these decisions are refined through a process of collaboratively looking at the region's needs and matching funding sources to needed uses. One example of this process was when Project Homekey funding became available in August 2020. The funding subcommittee members met to identify how the regional jurisdictions could collaboratively identify the funding sources needed to leverage the available State resources through Homekey. The County of Monterey, the CoC, and City of Salinas each contributed to the required match and the application was successful, resulting in acquisition of the Good Nite Inn which has now opened and providing temporary non congregate shelter; Project Homekey is in the process of being converted to permanent supportive housing.

Regional Collaboration and Partnerships Question 2 - End Answer

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

Explain any strategies identified that have contributed to the address these barriers.

Regional Collaboration and Partnerships Question 3 - Begin Answer

The HHAP-1 funding round created an imperative for the regional partners to come together and coordinate funding in a more transparent and proactive way than we had done in the past. Monterey County, the CoC and San Benito County all shared more specific details with each other about how they intended to use their allocations to fill critical gaps and the three entities worked together to ensure all the HHAP awards were not duplicative and were designed to maximize impact. The HHAP-1 round laid the foundation for the three recipients to work together in new ways, which proved to be very important when the COVID-19 pandemic started. As Project Roomkey and other new COVID-specific funding sources became available, the two counties and the CoC already had lines of communication and decision-making practices in place to work together to develop investment plans and jointly stand-up critical programs.

Regional Collaboration and Partnerships Question 3 - End Answer

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

Regional Collaboration and Partnerships Question 4 - Begin Answer

As previously noted the majority of Monterey County's HHAP-2 funding will support the SHARE Center providing a pathway to permanent housing. Monterey County collaborated with the CoC in implementing the Good Nite Inn, a Project Homekey funded hotel acquisition that will be operated initially as temporary housing and then transition to permanent housing. This project is jointly funded by Monterey County, the CoC, and City of Salinas. Launching this project and solidifying the operations and services over the next year will be one way in which the three entities scale up their current partnership. Another way that HHAP-2 is helping to build partnership is through the youth set-aside. Since Monterey County and the CoC each have fairly small amounts in their set-asides, the plan is to merge the two amounts together and conduct a joint process for selecting a provider to stand-up a rapid rehousing program for youth. This will help continue to build the partnerships that have been developed over the past year through the 100-day youth challenge and preparations for submitting a YHDP application to HUD.

Regional Collaboration and Partnerships Question 4 - End Answer

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

Describe the methodology used for determining the share of the regional need.

Regional Collaboration and Partnerships Question 5 - Begin Answer

The CoC is the umbrella organization coordinating the response to homelessness for all of Monterey and San Benito Counties. In this sense, the CoC holds responsibility for 100% of regional need. However, each County also is responsible for their share of need, in proportion to each county's final PIT numbers. Typically, when the CoC is allocating funds, a 10.47% portion will be dedicated to uses in San Benito County, while the remainder is spent in Monterey County. This ensures that San Benito County, which has a much smaller population than Monterey (62,000 people compared to 434,000 people) and also has fewer service providers, can benefit from the resources that come into the CoC.

Regional Collaboration and Partnerships Question 5 - End Answer

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

Regional Collaboration and Partnerships Question 6 - Begin Answer

Monterey County, the CoC, and our regional partners are mid-way through the process of updating the Lead Me Home (LMH) 10 Year Plan to End Homelessness. The County and the CoC have engaged a consulting firm, Focus Strategies, to conduct a baseline analysis, predictive modeling and community engagement process to support this effort, which is scheduled to be completed in June 2021. The baseline analysis has already been completed, but the community process work has been delayed due to COVID and the limitations it has imposed on public gatherings. However, the work to date has already identified some key areas of focus that will be included in the Strategic Plan, including: developing a more coordinated and housing-focused regionwide outreach strategy; developing consistent regionwide shelter standards including the consistent deployment of housing focused services in shelters; possibly adding shelter capacity in underserved areas of both counties; adding rapid rehousing capacity and implementing standards and training to improve the effectiveness of RRH programs and providers; developing a systemwide landlord engagement initiative; expanding the inventory of permanent supportive housing and extremely low income housing, and implementing a systemwide diversion/problem solving and targeted prevention strategy. The Strategic Plan will also include strategies to advance racial equity and to continue to develop structures and practices to meaningfully involve people with lived expertise in the design, implementation and evaluation of the homelessness response system.

All the planned uses of HHAP-2 funding are consistent with the areas of focus that are expected to be included in the Strategic Plan.

Regional Collaboration and Partnerships Question 6 - End Answer

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

Regional Collaboration and Partnerships Question 7 - Begin Answer

The Leadership Council (LMH CoC governing board) and its funding subcommittee are the main structures through which the region's collaborative partners develop and adjust spending plans. The Leadership Council is comprised of representatives from the following: Board of Supervisors from both Monterey and San Benito Counties, mayors from cities in both Monterey and San Benito counties, a councilperson from the City of Salinas, the local Housing Authority, a liaison from the Office of Education, county departments related to homelessness (DSS, HHS), faith-based organizations, homeless or formerly homeless individuals, advocates, public and private philanthropy groups, homeless service providers, and nonprofit/for profit housing developers.

The Leadership Council recently created a funding subcommittee with representatives from each of the regional partners to improve coordination and alignment of the region's funding sources. This has helped create an even more robust coordination among the regional entities as new one-time COVID-19 funding has come into the community over the past year (e.g., ESG-CV, project Homekey and Roomkey, etc.). With new resources becoming available and short timelines for making decisions, the funding committee has become a critical forum in which the entities can meet, discuss emerging needs, inventory available funds and make decisions about the best use of resources. Moving forward, when adjustments are needed to spending plans, they will be discussed in the funding subcommittee.

Regional Collaboration and Partnerships Question 7 - End Answer

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

Regional Collaboration and Partnerships Question 8 - Begin Answer

Over the past year, Monterey County and the CoC have intensified its focus on understanding the needs of youth experiencing homelessness in Monterey and San Benito Counties. The community recently engaged in the 100-Day Challenge to End Youth Homelessness under the direction of CHSP, which resulted in 40 youth gaining safe and stable housing. This initiative was the community's first organized attempt to coordinate YYA efforts and services across both counties. The effort was fruitful and encouraged service providers

and agencies to work in a more coordinated and less siloed manner, through the expansion of networks and resource identification. Stakeholders involved in the process expressed a desire to continue the collaborative efforts and partnerships made during the 100-Day Challenge. The 100-Day Challenge served as a building block for the community's efforts to develop a needs assessment and a plan for youth homelessness in preparation for applying for HUD's Youth Homelessness Demonstration Project (YHDP) when the next NOFA is released (anticipated to be in 2021). Another accomplishment that had its beginning in the 100-Day Challenge was the formation of a Youth Action Board (YAB), which was formalized in late 2020. A youth system planning group has also been formed and is meeting regularly to begin developing a plan and strategy to address youth homelessness. This group is facilitated by CHSP and includes representation from Monterey County and San Benito County departments, nonprofit providers of services to youth in both counties, and members of the YAB.

One key finding of the recently completed needs assessment is that while the region has some youth-specific programs and resources (including youth outreach, youth-specific shelter beds, and housing programs for youth), these are not adequately scaled nor regionally distributed. Services and programs for youth tend to be concentrated in the Monterey Peninsula and the City of Salinas; transportation and other access barriers that make it challenging for youth from other areas of the region to access these services. Youth are also having to access the adult shelter and housing systems due to the lack of youth-targeted programs, while others avoid these programs entirely due to their not feeling safe or welcome. The needs assessment identified a need for a range of youth-specific interventions, and particularly for an increased inventory of housing programs specifically targeted to youth. For rental assistance programs, it was identified that youth typically need longer periods of subsidy than the six months that is typical for adult rapid rehousing. The youth plan and strategy that is being developed will have a strong focus on creating a youth homelessness response system that provides a variety of housing pathways and that measures success in the extent to which youth who are experiencing homelessness secure housing.

Regional Collaboration and Partnerships Question 8 - End Answer

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

Regional Collaboration and Partnerships Question 9 - Begin Answer

As noted above, youth-specific partners have recently come together to form a youth system planning group that has recently completed a youth needs assessment and is working on a plan and strategy to address youth homelessness. This group is facilitated by CHSP and includes representation

from Monterey and San Benito County departments, non-profit providers of services to youth in both counties, and members of the YAB. The Youth Action Board was recently approved as an official committee of the Leadership Council and has been incorporated into the decision-making process for homelessness response system funding, particularly for funding for youth-specific programs. It is also the intention of the CoC to include a voting YAB representative to the Leadership Council in the future.

Regional Collaboration and Partnerships Question 9 - End Answer

8. Housing First Assessment

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

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

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

Table – Housing First Assessment

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

Housing First Assessment Response: Yes

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

Housing First Assessment Response: Yes

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

Housing First Assessment Response: Yes

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

Housing First Assessment Response: Yes

9. Expenditure Plan

HHAP-2 Submission Expenditure Plan - NOFA-HHAP00045

CoC / Large City / County Name:

CoC / Large City / County Name Response: **Monterey**

Administrative Entity Name:

Administrative Entity Name Response: **Monterey County Department of Social Services**

Receiving Redirected Funds?

Receiving Redirected Funds? Response: **No**

Total Redirected Funding:

Total Redirected Funding Response:

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

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
Rapid Rehousing		\$670,000.00	\$96,626.40				\$766,626.40
Rapid Rehousing: Youth Set-Aside			\$96,626.40				\$96,626.40
Operating Subsidies and Reserves		\$205,734.24					\$205,734.24

Operating Subsidies and Reserves: Youth Set-Aside							
Street Outreach							
Street Outreach: Youth Set-Aside							
Services Coordination		\$137,156.16					\$137,156.16
Services Coordination: Youth Set-Aside							
Systems Support							
Systems Support: Youth Set-Aside							
Delivery of Permanent Housing							
Delivery of Permanent Housing: Youth Set-Aside							
Prevention and Shelter Diversion							
Prevention and Shelter Diversion: Youth Set-Aside							
New Navigation Centers and Emergency Shelters							
New Navigation Centers and Emergency Shelters: Youth Set-Aside							
Strategic Homelessness Planning, Infrastructure Development, CES and HMIS (up to 5%)				\$11,882.80	\$11,882.00		\$23,764.80
Administrative (up to 7%)		\$49,548.40	\$25,000.00				\$74,548.40

TOTAL FUNDING ALLOCATION:

Total Funding Allocation Response: \$1,207,830.00

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

Total Youth Set-Aside (at least 8%) Response: \$96,626.40

EXPENDITURE PLAN COMMENTS:

Expenditure Plan Comments Response:

The County intends to hire a consultant to implement the CoC's new 10-Year Plan and coordinate internal county functions with different departments. The County's goal is to align internal departmental responsibilities for homeless services between DSS, He

Monterey County will partner with the CoC in implementing a youth specific program. Monterey County youth set-aside funds have not been dedicated due to the RFP not yet being released.

10. HHAP Round 2 Funding Plan 1

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response: Interim Housing (Operations)

Total Funds Requested:

Total Funds Requested Response: \$342,890.40

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response: \$205,734.24

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response: \$137,156.16

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response: \$342,890.40

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response: 100

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

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response: 2422

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response: 11

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response: 19

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response: 14

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response: In

2019 Monterey County CoC worked with Middlebury Institute META Data lab to answer the question 'what combination of services significantly reduce the length of time homeless' and the results revealed Rapid Re-Housing combined with Emergency Shelter. The County of Monterey, CoC and City of Salinas (ESG Recipient) worked in collaboration to allocate RRH funds towards emergency shelters/navigation centers in 2020. The SHARE Center will be the first program that fully incorporates this model into their annual budget

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

[The interim housing intervention will fund the joint city/county navigation center (SHARE Center) to provide pathways to permanent housing for up to 100 guests at a time. Key services will provide access to interim housing within the center and operations will align with Housing First principles. The Center will be welcoming, provide services and space to welcome pets and some storage of belongings. Operating subsidies will be used fund administration personnel, utilities, IT, property and building maintenance, operational supplies, food and basic needs provisions for guests at the navigation center. Service coordination funds will support residential care coordinators, employment coordinators, residential care coordinators, and housing navigators to support service coordination and connection to guests at the navigation center.]

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

The overarching goal of the CoC of Monterey and San Benito County is to end homelessness by ensuring that each individual or family experiencing

homelessness is able to secure a safe and affordable place to live. To that end, we have identified affordable housing, supportive housing and rental assistance as one of the highest priority uses for available homelessness assistance funding. Providing a starting place to access services with the SHARE center will provide a starting point and safe place for people to begin their journey to permanent housing.

Expanding these intervention types will be critical if the community is to make progress on reducing the number of people experiencing homelessness. As documented in the service gaps chart, we estimate there is a need for 1,998 people needing [navigation] center beds. Allocating our HHAP-2 funds for [housing navigation] interventions will enable us to begin bridging these gaps.

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Adults with children

Adults without children

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)

Chronically Homeless

Veterans

Domestic Violence Survivors

Individuals with Co-occurring Disorders (Substance Use and Mental Health)

COVID High Risk – individuals at high-risk for contracting COVID

Parenting Youth

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

Based on the 2019 Racial Disparities Analysis completed by the CoC, people of color were less likely to access shelter/navigation center services. This center will incorporate housing first strategies to welcome people and provide more access to housing navigation services. By providing more opportunity for stable housing, those communities who are disproportionately impacted by homelessness will be able to benefit from this resource. In a 2019 disparities analysis, almost all communities of color, with the exception of the Asian population, were more likely than the White population to exit to negative destinations – a statistic that is directly impacted by the number of available permanent and permanent supportive housing units in the

community. By dedicating this funding to a critical need, we hope to make an impact on these affected communities.

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

The County will ensure HMIS data is collected by the navigation center provider [on a quarterly basis]. Performance will then be monitored quarterly and annually[.] Annual performance reports will include a monitoring visit and revision of the organization/agency policies and procedures for programs. These visits will closely reflect those conducted for the HUD CoC Program. Quarterly reports will include both qualitative and quantitative reporting questions, accompanied by an agency APR. Sub recipients will also be given the opportunity to request technical assistance in these reports. The County's DSS department will also conduct monthly and quarterly desk monitoring and ensure data quality and performance measures are met with housing outcomes. The SHARE Center operator will also be monitored annually.

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

[This project is not specific to serving youth experiencing homelessness, however, they are not specific excluded from service and would therefore be welcome to service as appropriate. Therefore, this investment would consider youth-specific best practices such as incorporating flexibility in the program to meet youth where they are at and support engagement in a variety of stages. Additionally, services for youth would focus on helping youth become independent through rapid rehousing, case management, and services.]

Funding Plan – Question 7 – Response Ends

11. HHAP Round 2 Funding Plan 2

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response: Rental Assistance

Total Funds Requested:

Total Funds Requested Response: \$720,000.00

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response: \$720,000.00

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

The County will use HHAP-2 funds to mobilize rapid rehousing efforts in the navigation center to ensure permanent housing outcomes from the shelter. Based on analysis conducted by Focus Strategies for the update of the CoC's 10-Year Plan to End Homelessness, exits from shelter to permanent housing was only 14%. The goal of this new navigation center is to increase the number of people permanently housed from shelter.

The County shares the same goals with the CoC and is coordinating to use the HHAP-2 funds to scale up and expand the region's ability to provide permanent housing. All projects funded with HHAP Round 2 will be required to operate in alignment with Housing First principles.

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

The overarching goal of the CoC of Monterey and San Benito County is to end homelessness by ensuring that each individual or family experiencing homelessness is able to secure a safe and affordable place to live. To that end, we have identified affordable housing, supportive housing and rental assistance as one of our highest priority uses for available homelessness assistance funding. Expanding these intervention types will be critical if the community is to make progress on reducing the number of people experiencing homelessness. As documented in the service gaps chart, we estimate there is a need for 2,063 units of rental assistance. Allocating HHAP-2 funds for permanent housing interventions will enable us to begin bridging these gaps.

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Adults with children

Adults without children

Chronically Homeless

Veterans

Domestic Violence Survivors

Individuals with Co-occurring Disorders (Substance Use and Mental Health)

COVID High Risk – individuals at high-risk for contracting COVID

Parenting Youth

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

By providing more opportunity for stable housing, those communities who are disproportionately impacted by homelessness will be able to benefit from this resource. In a 2019 disparities analysis, almost all communities of color, with the exception of the Asian population, were more likely than the White population to exit to negative destinations – a statistic that is directly impacted by the number of available permanent and permanent supportive housing units in the community. By dedicating this funding to a critical need, we hope to make an impact on these affected communities.

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

Performance will be monitored quarterly and annually by CHSP as the Administrative Entity. Annual performance reports will include a monitoring visit and revision of the organization/agency policies and procedures for programs. These visits will closely reflect those conducted for the HUD CoC Program. Quarterly reports will include both qualitative and quantitative reporting questions, accompanied by an agency APR. Sub recipients will also be given the opportunity to request technical assistance in these reports. The DSS requires that the SHARE Center operator enters data into HMIS and participate in Coordinated Entry. DSS will conduct monthly and quarterly monitoring to ensure performance measures are met.

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

All investments that include youth will be considered and approved by the Youth Action Board before going to the Leadership Council for final approval. Youth voices will be central in deciding which programs to fund, how the programs are monitored and the overall evaluation of those programs. One component of those programs that will be looked at closely is whether the program has a person-centered focus and employ trauma-informed care when working with clients. Additionally, all youth will be prioritized using a new youth-specific coordinated entry system. Each program or project that is funded will be encouraged to participate in case conferencing, one of the techniques that led to success in the 100 Day Challenge.

Funding Plan – Question 7 – Response Ends

12. HHAP Round 2 Funding Plan 3

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response: Rental Assistance

Total Funds Requested:

Total Funds Requested Response: \$96,626.40

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response: \$96,626.40

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

Monterey County intends invest the full youth set-aside allocation to provide Rapid rehousing dedicated just for youth, countywide. The County will leverage the Round 2 youth set-aside funding with HHAP Round 1, the CoC's youth allocation and other partners to house as many homeless youths as possible. Combined funding for this project is anticipated to be over \$300,000. The goal is to permanently house ten youths experiencing homelessness with this round's allocation of \$96,626. Service components include housing navigation, rental subsidies, case management, and housing stability counseling.

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

This rapid rehousing intervention will address the service gaps identified in the community needs assessment survey. Monterey County has a significant number of youth experiencing homelessness. Currently, there are no rapid rehousing programs for youth. This intervention will build on the progress gained through the 100 Day Challenge to End Youth Homelessness. The Monterey County Leadership Council agreed to dedicate this youth rapid rehousing funding in coordination and as a match with the Housing Authority youth set aside vouchers to incentivize housing youth.

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
Parenting Youth

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

There will be targeted efforts in Salinas and South County where there are significant populations of Latinx/indigenous underserved youth.

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

The County will ensure HMIS data is collected by the provider. Performance will then be monitored quarterly and annually. Annual performance reports will include a monitoring visit and revision of the organization/agency policies and procedures for programs. These visits will closely reflect those conducted for the HUD CoC Program. Quarterly reports will include both qualitative and quantitative reporting questions, accompanied by an agency APR.

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

Best practices for serving homeless youth will include incorporating flexibility in the program to meet youth where they are at and support engagement in a variety of stages. Additionally, services will focus on helping youth become independent through rapid rehousing, case management, and services. Rent and move-in financial assistance would be provided in tandem with collaborations with landlords who are actively engaged in working with youth and addressing youth specific needs. Any and all investments will be brought to the Youth Action Board for review and approval.

Funding Plan – Question 7 – Response Ends

13. HHAP Round 2 Funding Plan 4

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

14. HHAP Round 2 Funding Plan 5

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

15. **HHAP Round 2 Funding Plan 6**

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

16. HHAP Round 2 Funding Plan 7

Submission ID: NOFA-HHAP00045

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

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

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

Shelter vacancy rate (%) in the summer months

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

Shelter vacancy rate (%) in the winter months

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

% of exits from emergency shelters to permanent housing solutions

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

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

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

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

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

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

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

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

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

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

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

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

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

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

Homelessness Response Local Investment Plan

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

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

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

Applicant Name:	CA-506 Coalition of Homeless Services Providers
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Part 1: Summary of Investment Plan

- By December 2021, convert all units at the Good Nite Inn (Project Homekey site) to PSH units for chronically homeless individuals living in Project Roomkey and the City of Salinas.
- By June 2021, rehouse the remaining 35 clients from Project Roomkey in TH, PSH, or other permanent housing in Monterey County.
- Provide resources to all emergency shelters to begin rapid rehousing programs to individuals and families.
- Continue to provide non-congregate shelter to individuals and families in San Benito County to mitigate the spread of COVID 19.

Part 2: Priority and Order of Use of Funding Sources

Non Congregate Shelter/Interim Housing (Capital / Operations / Services)		Rental Assistance (Short Term to Permanent)		Permanent Supportive and Service Enriched Housing (Capital / Operations / Services)		Diversion and Homelessness Prevention	
Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1	
Funding Source:	ESG-CV (via HUD)	Funding Source:	HEAP (via HCFC)	Funding Source:	Other	Funding Source:	ESG-CV (via HUD)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$1,300,000.00	Funding Amount:	\$706,432.46	Funding Amount:	\$7,000,000.00	Funding Amount:	\$1,000,000.00
Unit of Measure:	Individual	Unit of Measure:	Household	Unit of Measure:	Unit	Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:	40.00	Number Assisted:	101.00	Number Assisted:	
Deadline for Expenditure:	7/1/2022	Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	1/1/2022	Deadline for Expenditure:	7/1/2022
Funded Activity:	Services	Funded Activity:	Short Term	Funded Activity:	Capital	Funded Activity:	Prevention
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	City of Salinas - Homekey	Narrative Description (Optional):	CCCL - RRH HRC - RRH SBC - RRH	Narrative Description (Optional):	Shangri-la - Homekey	Narrative Description (Optional):	City of Salinas - HP
Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2	
Funding Source:	COVID-19 Emergency Homelessness F	Funding Source:	ESG-CV (via HUD)	Funding Source:	HHAP (via HCFC)	Funding Source:	ESG-CV (via HUD)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$466,857.11	Funding Amount:	\$680,000.00	Funding Amount:	\$1,000,000.00	Funding Amount:	\$28,500.00
Unit of Measure:	Individual	Unit of Measure:	Household	Unit of Measure:	Unit	Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	154.00	Number Assisted:		Number Assisted:	103.00	Number Assisted:	
Deadline for Expenditure:	6/30/2022	Deadline for Expenditure:	07/2022	Deadline for Expenditure:	6/30/2026	Deadline for Expenditure:	
Funded Activity:	Services	Funded Activity:	Short Term	Funded Activity:	Operations	Funded Activity:	Prevention
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	SBC - MV CCCL - MV CHSP - MV	Narrative Description (Optional):	CCCL - RRH	Narrative Description (Optional):	CHSP - Homekey (HHAP R2)	Narrative Description (Optional):	CCCL - HP
Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3	
Funding Source:	HEAP (via HCFC)	Funding Source:	HHAP (via HCFC)	Funding Source:	CoC (via HUD)	Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$449,785.54	Funding Amount:	\$283,478.00	Funding Amount:	\$853,184.00	Funding Amount:	
Unit of Measure:	Individual	Unit of Measure:		Unit of Measure:	Unit	Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	164.00	Number Assisted:		Number Assisted:	60.00	Number Assisted:	
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Other	Funded Activity:	Short Term	Funded Activity:	Operations	Funded Activity:	
If Other, list:	COVID 19 Response	If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	CCCL - MV HRC - MVS SBC - MV	Narrative Description (Optional):	SBC - RRH	Narrative Description (Optional):	Interim - Sandy Shores Interim - Shelter Plus Care 2 MidPen - Moongate	Narrative Description (Optional):	
Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4	
Funding Source:	ESG-CV (via HUD)	Funding Source:	COVID-19 Emergency Homelessness F	Funding Source:	HHAP (via HCFC)	Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$292,500.00	Funding Amount:	\$57,668.26	Funding Amount:	\$400,000.00	Funding Amount:	
Unit of Measure:	Individual	Unit of Measure:	Individual	Unit of Measure:	Unit	Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:		Number Assisted:	

Deadline for Expenditure:		Deadline for Expenditure:	6/30/2022	Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:	
Funded Activity:	Services	Funded Activity:	Short Term	Funded Activity:	Capital	Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	CoS - MV HRC - MV CCCL - MV	Narrative Description (Optional):	KC - RA CCCL-RA	Narrative Description (Optional):	Interim, Inc - PSH	Narrative Description (Optional):	
Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5	
Funding Source:		Funding Source:	ESG-CV (via HCD)	Funding Source:	HEAP (via HCFC)	Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:		Funding Amount:	\$19,000.00	Funding Amount:	\$260,728.00	Funding Amount:	
Unit of Measure:		Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:		Number Assisted:		Number Assisted:	14.00	Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Short Term	Funded Activity:	Capital	Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	CCCL - RRH	Narrative Description (Optional):	ChSOL - PSH	Narrative Description (Optional):	

NOTE: Funding that is not allocated to SBC (San Benito County), is allocated to various organizations/agencies in Monterey County.

Continuum of Care 2019 Outcomes by Race and Ethnicity

Applicant Name: County of Monterey CoC Name, if different: Salinas/Monterey, San Benito Counties

Using data from your HMIS, please insert outcomes here (using the period from Jan 1 2019- Dec 31 2019):

	Experiencing Homelessness		Accessing Emergency Shelters		Exiting to Permanent Housing		Length of Time Homeless ¹		Accessing Permanent Supportive Housing		Length of Time to get housing (# of days to exit homelessness) ¹		Accessing Coordinated Entry		Returns to Homelessness		Other Measure: _____		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	2704	100%	1159	100%	1185	100%	284	100%	93	100%	472.5	100%	976	100%	117	100%		#####	
White	1728	64%	990	85%	972	82%	522	184%	74	80%	287	61%	656	67%	92	79%		#####	
Black	293	11%	75	6%	96	8%	412.5	145%	5	5%	160	34%	110	11%	13	11%		#####	
Native American/Alaskan	36	1%	23	2%	23	2%	261	92%	3	3%	1266	268%	40	4%	6	5%		#####	
Asian/Pacific Islander	94	3%	23	2%	38	3%	948	334%	5	5%	588.5	125%	33	3%	2	2%		#####	
Other/Multi-Racial	553	20%	48	4%	56	5%	284.5	100%	6	6%	297	63%	137	14%	4	3%		#####	
Ethnicity																			#####
Hispanic	1341	50%	773	67%	825	70%	262	92%	38	41%	435	92%	474	49%	87	74%		#####	
Non-Hispanic	1363	50%	384	33%	359	30%	415	146%	55	59%	578	122%	454	47%	30	26%		#####	

¹ Median LOT homeless and median LOT to PH