



## California Interagency Council on Homelessness

# Homeless Housing, Assistance and Prevention Round 3 Application

## Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- [HHAP-3 Notice of Funding Availability \(NOFA\)](#)
- [HHAP-3 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-3 Data Tables Template](#)

## Application Submission for HHAP-3 Funding

Using the [HHAP-3 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.
4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

## **How to Navigate this Form**

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.
- **Narrative Responses:** In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

**I have reviewed the HHAP-3 NOFA and application template documents**

Yes

**I am a representative from an eligible CoC, Large City, and/or County**

Yes

## **Applicant Information**

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

### **Eligible Applicant(s) and Individual or Joint Designation**

Individual

This application represents the individual application for HHAP-3 funding on behalf of the following eligible applicant jurisdiction(s):

### **Eligible Applicant Name**

CA-601 San Diego City and County CoC

## **Administrative Entity Information**

Funds awarded based on this application will be administered by the following Administrative Entity:

### **Administrative Entity**

Regional Task Force on Homelessness

### **Contact Person**

Lahela Mattox

### **Title**

COO

### **Contact Person Phone Number**

(916) 968-8443

### **Contact Person Email**

lahela.mattox@rtfhdsd.org

## Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendaize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

### **HHAP-3 Data Tables**

HHAP application\_Tables\_Updated\_Final.xlsx

### **Governing Body Meeting Agenda or Minutes**

Agendized Materials & Public Comment\_RTFFH\_SDCOC.pdf

### **Optional Supporting Documents**

DRAFT\_Regional Community Action Plan to End Homelessness in SD\_June 2022.pdf

# Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

## Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

### Question 1 Response

The three HHAP funded jurisdictions within San Diego County are the Regional Task Force on Homelessness (RTFH), the City of San Diego, and the County of San Diego. These entities comprise the largest funders of services and housing for people who are at risk of, or who are experiencing homelessness in the county, and work together on policy, community plans, and various initiatives. In preparation of this HHAP application, RTFH convened multiple meetings with the City and County to review the HDIS data, discuss each jurisdiction's homeless action plans and strategies, and establish shared outcome goals. Applicants also intend to convene quarterly to review regional performance data and adjust strategies to meet outcome goals.

Roles and responsibilities by applicant jurisdiction include:

- Regional Task Force on Homelessness

RTFH is a non-profit organization and the HUD designated lead agency for the San Diego City and County Continuum of Care (CoC). RTFH reports to a nonprofit Board of Directors, and serves as the backbone organization for a separate 31-member CoC Advisory Board that uses a collective impact approach to address homelessness, and advises on policy and best practices throughout the region. As the lead agency for the CoC, RTFH is responsible for all HUD mandated activities including conducting the point-in-time count, system performance review and housing inventory count; administering the HMIS and Coordinated Entry; preparing the annual HUD CoC collaborative application for \$30m in federal funding; and ensuring compliance with all HUD requirements. Additionally, RTFH administers other state and federal funding; implements Built for Zero to drive month over month reductions in Veteran and youth homelessness; trains providers in community standards and best practices; coordinates activities and policies between the 18 cities encompassed within the CoC; provides essential data and insights on the issue of homelessness, informs policy and drives system design and performance.

- City of San Diego

-San Diego City Council: Sets budgets and policy for the City of San Diego (City) and San Diego Housing Commission (SDHC); approves contracts; seeds innovative pilot programs.

-Office of the Mayor: Develops and executes City homeless policy; issues RFPs and administers City funding allocated to SDHC and other contractors; administers federal entitlement funding (e.g. CDBG, ESG and HOME); represents the Mayor and addresses constituent or political concerns; prepares City housing and homelessness related budget and legislative recommendations; coordinates City departments to meet Mayoral direction and implement policy goals, including the identification and maintenance of City property for homeless use; coordinates with County, State and other key partners.

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

- County of San Diego

The County's Health and Human Services Agency (HHS) is a fully integrated health, human services and housing Agency, providing vital health and social services to over 3.3 million residents across 18 cities, 18 federally recognized tribal reservations, 16 naval and military installations, and the unincorporated areas. HHS's Housing and Community Development Services is the second largest public housing authority in the county (SDHC is the largest). The County is also responsible for housing and services in the unincorporated areas and safety net services throughout the entire county. The County provides critical services to populations at higher risk for homelessness or are more difficult to house, such as people with behavioral health issues, families involved in the Dependency Court system, people with very limited incomes, and people with compromised health conditions such as TB, HIV/AIDS, and COVID.

RTFH is a collective impact organization and subscribes to the collective impact principles of practice: prioritizing equity; including community members in the collaborative; using data to continuously learn, adapt and improve; fostering relationships, trust, and respect across participants; and paying close attention to the local context in each of the municipalities, Tribes, and unincorporated areas in San Diego County. The following examples demonstrate how RTFH coordinates and will continue to coordinate with jurisdictions.

- Continuum of Care Advisory Board. The 31-member Board is a collective impact body led by RTFH to effectively integrate services and housing to reduce homelessness. The Advisory Board includes representatives from the City and SDHC, and the County of San Diego and its Housing Authority. Board members include representatives from multiple sectors, (health, education, business, people with lived expertise, and others) who work both within the City of San Diego and in other areas of the county. The Advisory Board also includes homeless service provider representatives from each of the regions throughout the county to ensure the unique needs of outlying communities are represented. The current chair is Sean Spear, President and CEO of Community HousingWorks and the vice chair is Supervisor Tara Lawson-Remer, District 3.

- Intergovernmental Roundtable, Tribal Consultation, and Sub-regional Planning. Quarterly, RTFH convenes an Intergovernmental Roundtable of Mayors and/or City Managers from jurisdictions throughout the county to share current information and provide a forum for each city to share successes and challenges in addressing homelessness and identify solutions that can be replicated across cities. The Roundtable is chaired by Nathan Fletcher, Chair of the San Diego County Board of Supervisors.

RTFH also has a dedicated Local Government Liaison who communicates regularly with County representatives and each of the 18 cities in the county to listen and understand local challenges, activities, and priorities with addressing homelessness in their cities. RTFH also provides staff liaisons to support sub-regional planning efforts including the East County Homeless Task Force, South Region Homeless Alliance, the North County Alliance for Regional Solutions, and the City of San Diego's homeless action plan leadership group.

RTFH is strengthening its relationships with the Tribes in San Diego County through dialogue with Tribal representatives and Tribally Designated Housing Entities (TDHE). The goals are to understand how Tribes meet the needs of tribal members, assist Tribes and TDHEs to build their capacity to serve tribal members, and support tribal participation in the CoC.

- RTFH/County Coordination. RTFH and the County meet regularly to address shared initiatives. Through this collaboration, non-congregate shelter was provided to over 400 individuals and families during COVID19. In addition, RTFH and the County jointly facilitate quarterly convenings of outreach workers from throughout the county to highlight best practices and operationalize the CoC's Outreach Standards; and jointly facilitate a regional collaboration of stakeholders to end homelessness in the southern region of the county . County Supervisor Nora Vargas, Vice Chair of the San Diego County Board of Supervisors offered her strong support for RTFH's HHAP-3 application during the public comment

period. Her comment is attached.

- **RTFH/City Coordination.** RTFH and the City of San Diego coordinate on a variety of efforts. In 2019, RTFH was a key partner in developing the City's Homelessness Action Plan, and works closely with the City to meet the goals in the Plan. This has included leading a Built for Zero initiative to build high quality by name lists to house Veterans and youth.
- **Shared Data.** RTFH, the City and the County use data to drive decision-making and coordinate to ensure State and Federally funded programs are set up in HMIS. RTFH established public data dashboards to share HMIS data and system performance measures to bring greater transparency to system performance, to monitor performance, and to identify where services are needed. In 2021, RTFH released an in-depth data report on 2020 key system performance metrics. A report on 2020 performance metrics is forthcoming. Data quality is supported by RTFH's HMIS team through monitoring and training.

County and City partners also support the annual Point-In-Time (PIT) Count by providing information on locations of encampments and encouraging staff to volunteer in support of the count.

RTFH also partners with 211 San Diego to integrate HMIS data into the Community Information Exchange (CIE) to support resource coordination and provides regional data to the State for the Homeless Data Integration System (HDIS).

- **Committees and Work Groups.** The CoC Advisory Board has established several committees to advise on cross-sector activities, key issues, and community initiatives. Committees include the Veteran's Consortium, Health and Homelessness Ad Hoc Committee, Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, and Aging and Homelessness Ad Hoc Committee. Committees typically include representation from other jurisdictions. (Committee work is further detailed in Question 2 regarding partnerships.) RTFH also convened a Built For Zero Youth Improvement Team with representation from the City, County, and SDHC to strengthen youth system data, build a high quality by name list of youth experiencing homelessness, and test solutions to drive month over month reductions in the number of youth experiencing homelessness.

City, County, and CoC programs utilize CES. RTFH convenes a CES Work Group with community partners (including City, County and SDHC) for continued improvement of CES. The group reviews and updates CES Policies and Procedures at least annually, and RTFH staff trains users on new CES workflow and assessments.

**Community Standards and Best Practices.** The CoC Advisory Board approves community standards to be used by all jurisdictions to promote best practices for street outreach, rapid re-housing, and the coordinated entry system. The Board recently approved new CoC community standards with a focus on Housing First, person centered and trauma informed care, and reducing racial disparities.

Shared housing is an emerging best practice, and RTFH engaged community partners to create a culture of shared housing in the San Diego region. RTFH hosted a shared housing forum, developed a shared housing white paper, and created two system tools for partners to use to message shared housing to clients and landlords, and funded 40 front line staff across 18 organizations to participate in eight weeks of shared housing training through the Shared Housing Institute.

## Question 2

A demonstration of the applicant's partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans

- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

## **Question 2 Response**

### **Local Health Care and Managed Care Plans**

RTFH believes that housing is healthcare. Major healthcare entities are represented on the CoC Advisory Board including the Hospital Association of San Diego and Imperial Counties, as well as a Family Health Centers of San Diego, a Federally Qualified Health Center that operates approximately 50% of the clinics throughout the county.

In 2021, the CoC Advisory Board established the Health and Homelessness Ad Hoc Committee to embed best practices within housing, social service and health providers that benefit unsheltered persons we mutually serve, address the holistic needs of people experiencing homelessness, and establish smooth transitions between health and homeless provider systems. The committee is using data to identify improvements in continuum of care processes to increase housing exits for people living unsheltered who need healthcare, accounting for disparities throughout the region in needs and resources.

Seven managed care health plans operate within San Diego county under the umbrella of Healthy San Diego. RTFH works with the individual Plans and through Healthy San Diego to coordinate efforts as CalAIM is implemented. RTFH staff provides monthly updates to the Plans on efforts underway within the CoC. RTFH and Healthy San Diego are collaborating to align the Housing and Homelessness Incentive Program and HHAP funding to address outcomes goals and strategies identified in the HHAP application and the Regional Community Action Plan to Prevent and End Homelessness in San Diego.

On a provider level, Father Joe's Villages, the largest homeless service provider in the City of San Diego receives HUD funding through the CoC. The organization has an integrated FQHC on-site at its main campus, which is able to provide direct healthcare access to people who are homeless in the community and those living in the shelter or permanent housing located at the site. Other large providers throughout the CoC have well established partnerships with nearby FQHCs.

### **Public Health Systems**

RTFH has a strong partnership with the County Health and Human Services Agency, which provides public health, behavioral health, and access to benefit and entitlement programs, and serves as the County Public Housing Authority, among several other functions. The County recently established the Department of Homeless Solutions and Equitable Communities to coordinate efforts to address homelessness across all County services, and RTFH coordinates with this team (most recently in the development of our HHAP-3 applications).

RTFH partnered with the County's Public Health Department during the pandemic to share public health information with homeless service providers, distribute hygiene kits through outreach workers (funded by RTFH), and set up congregate shelter with on-site testing and services through the Shelter to Home project in the City of San Diego. Through Shelter to Home, 4,198 people were sheltered and 1,422 individuals and 43 families moved into permanent or long-term housing. RTFH also supported the County's non-congregant shelter program at five hotels, providing day to day contact with service providers



and hotel management to address problems, leading case conferencing to house shelter stayers, and preparing monthly reports. Over 400 people were served in the non-congregant program in 2020.

Partnering with the County Public Health System did not begin with the pandemic. In 2017, RTFH and the County partnered to address a Hepatitis A outbreak among people experiencing homelessness by bringing County nurses into outreach teams, distributing sanitation supplies, and providing public health information to homeless service providers.

#### Behavioral Health

In the area of Behavioral Health, RTFH recently supported the County's first Harm Reduction Center located in the City of San Diego. Outreach organizations funded through RTFH's HEAP and HHAP funds have helped people actively engaged in their addiction access shelter at this location.

RTFH also works closely with Behavioral Health to coordinate client referrals through the Coordinated Entry System to permanent supportive housing funded through the Mental Health Services Act and other Behavioral Health resources.

#### Social Services

As the lead agency for the region's CoC, RTFH is closely connected with agencies providing social services. Outreach workers funded by the County work with outreach workers funded by RTFH through HHAP and this will continue with HHAP- 3. County outreach workers provide information and access to benefits such as CalWORKs, Medi-Cal, CalFRESH, and General Relief. In addition to the social services available through the County, RTFH brings a network of supports throughout the region. For example, during the pandemic, RTFH partnered with the Muslim Action Coalition and outreach teams to distribute 250,000 hygiene kits to people living unsheltered throughout the county. This supplemented the hygiene kits disbursed by the County.

RTFH also partners with 211 San Diego to make HMIS data accessible to users of 211's local Community Information Exchange (CIE) for care coordination. This allows people who are seeking services and housing to go to one central source to identify resources available in the county to meet their needs. This includes locations of shelters and access sites for the Coordinated Entry System.

#### Justice Entities

The CoC Advisory Board currently includes a law enforcement representative, and there is interest in including a representative from the criminal justice system in the future (Superior Court, District Attorney, Public Defender, Sheriff, Probation, Parole).

Recognizing the prevalence of people experiencing homelessness involved in the justice system, RTFH engaged Homebase, a technical assistance contractor through HUD, to provide a series of three educational sessions for homeless services providers on the justice system. The first session addressed the intersection of Housing First and the justice involved population; the second session provided an overview of legal system processes with the goal of enhancing homeless service providers understanding of what occurs when someone becomes involved with the justice system; and the third session addressed custodial trauma and resulting behaviors that may be challenging to work with in congregant settings such as shelters.

While providing information to homeless service providers about the justice system is helpful, there is an equal need for representatives of the different public safety entities to understand the systems related to homelessness. RTFH is continuing its partnership with Homebase, and is planning to convene focus groups with people impacted by the justice system, and with justice system partners. These focus groups will help inform a series of educational sessions developed for public safety staff regarding the homeless system.

The San Diego Public Defender's Office operates a Homeless Court in partnership with several homeless service providers within the CoC to resolve misdemeanor offenses such as jaywalking, charges of being under the influence of a controlled substance, theft, and driving under the influence. The Homeless Court is voluntary and is conducted in places accessible to people experiencing homelessness. Local homeless shelters in the CoC are access sites for participants to enter Homeless Court, and nobody goes into custody against their will.

#### People with Lived Experiences of Homelessness

RTFH centers the voices of people with lived experience in decision-making positions in our work to end homelessness. The Regional Community Action Plan to Prevent and End Homelessness in San Diego identifies 10 core principles to achieve the vision outlined in the plan. Among them is to "Include and Value the Voices of those with Lived Experience". The strategies identified in this HHAP application specifically include working with Black San Diegans experiencing homelessness, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, and consultant team, Equity In Action, to more effectively reach Black San Diegans to quickly and permanently end their homelessness and eliminate racial bias in homeless service delivery. Recommendations made by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans are detailed in Question 3. Other demonstrations of RTFH's partnership with people with lived experience include:

- The CoC Advisory Board must include at least two people with lived experience, and the Governance Charter was updated in 2022 to include at least one person with lived experience in the Executive Committee. The board currently includes three people with self-disclosed lived experience in homelessness.
- RTFH adopted a policy in 2021 to compensate people with lived experience who participate in meetings and other activities at RTFH's request, and has contracted directly with individuals to solicit specific expertise. One example was the engagement of someone who had moved from homelessness to a shared housing environment to help facilitate conversations on the use of shared housing for people experiencing homelessness. Currently, RTFH contracts with the local Chapter Director of All Of Us Or None, an advocacy organization comprised of formerly incarcerated individuals to advise on re-entry strategies and ending criminalization of homelessness.
- RTFH convened regional community input sessions and focus groups through the CoC's Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to learn about barriers to accessing community services, and a focus group with people who are involved in the justice system and experiencing homelessness is planned in partnership with All Of Us or None.
- RTFH works closely with the HEAL Network, which consists of individuals with lived experience who are trained community activists and speak publicly about the needs of the community. Members of the HEAL Network serve on various committees of the CoC. In addition, RTFH contracted with Catalyst to convene people with lived experience to develop survey questions and make recommendations for the use of kiosks to collect feedback on system performance from people who may not access services in traditional ways or use mainstream services. This feedback will be considered in funding future services.
- Finally, to obtain community input on regional spending priorities in alignment with the Regional Community Action Plan to Prevent and End Homelessness in San Diego, RTFH will convene sessions in all four corners of the county with extensive engagement with people who have experienced homelessness.

Other (workforce system, services for older adults and people with disabilities, child welfare, education system)

The CoC Advisory Board has established several committees to advise on cross-sector activities, key issues, and community initiatives.

- Veteran’s Consortium – co chaired by a representative from the Veteran’s Administration who serves as a Board member on the CoC Advisory Board, and Veteran’s Village of San Diego, a homeless service provider that specializes in working with Veterans. Members include other Veteran-serving organizations, and the committee has focused efforts on ending Veteran homelessness through the Built for Zero initiative. Goals include expanding system capacity in shelter, transitional/interim housing, and permanent housing for Veterans.
- Health and Homelessness Ad Hoc Committee – co-chaired by a representative from Scripps Memorial Hospital, a major hospital system in San Diego, and PATH, one of the larger homeless service organizations that was a provider for the local Whole Person Care pilot . The Committee includes equal representation of health providers and homeless services providers, and has been identifying mechanisms to establish smooth transitions between health and homeless provider systems.
- Ad Hoc Committee on Homelessness Among Black San Diegans – co-chaired by an executive with PATH and a pastor who represents the faith community on the CoC Advisory Board. The committee is made up of representatives from homeless services providers, advocacy organizations, people with lived experience, and other community-based organizations. Recently, the Committee completed an extensive focus group process with Black San Diegans who have experience or are currently experiencing homelessness to understand systemic barriers and challenges. The committee used the findings to create an action plan for the CoC to reduce the overrepresentation of Black San Diegans experiencing homelessness.
- Aging and Homelessness Ad Hoc Committee – co-chaired by a CoC Advisory Board member who is also the CEO of Serving Seniors, a major social services organization in San Diego, along with a representative from Wakeland Housing and Development Corporation that has established several permanent supportive housing complexes in the county for older adults. Committee members include representatives from homeless service providers, the County’s Aging and Independence Services, local Foundations, health representatives, and people with lived experience. Recently, the Committee established Age-Friendly Shelter Guidelines that were adopted by the CoC Advisory Board and are being incorporated into Community Standards for the region.

### **Question 3**

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

#### **Question 3 Response**

In San Diego, Black people make up about 5.5% of the general population but represented 21% of people living unsheltered and 30% of people staying in shelter in the 2020 Point in Time Count. According to the 2020 HDIS data provided by Cal ICH, Black San Diegans experienced homeless for an average length of time that was 25 days longer than all persons experiencing homelessness (based on length of time of enrollment in programs before move in or exit).

RTFH and the CoC Advisory Board are committed to ensuring racial equity within the homeless crisis response system. Racial equity is a core principle of the Regional Community Action Plan to Prevent and End Homelessness in San Diego, which states, “We cannot end homelessness without addressing racist policies and systems that have historically removed people of color from their homes, excluded them from

neighborhoods, and denied them access to wealth-building opportunities. The homeless system of care will center equity, address racial disparities, dismantle racist policies, and ensure an equitable response to those experiencing homelessness.”

The CoC Advisory Board established the Ad Hoc Committee to Address Homelessness Among Black San Diegans in July 2020, and since that time, significant progress has been made in achieving the identified goals in the HHAP-2 application. These goals included performing a comprehensive data analysis; conducting extensive community engagement sessions with people currently experiencing homelessness to better understand their experience with the system and their barriers; and approve a set of standards that outlines how CoC and state funded programs will address racial disparities. The Committee achieved these goals and in June 2022, the CoC adopted the action plan. Next steps include developing an implementation plan and establishing work groups.

Additionally, when the Emergency Housing Voucher (EHV) program was implemented, the CoC Advisory Board approved recommendations that the four Public Housing Authorities who received vouchers agreed to adopt. The CoC Advisory Board submitted a memo to HUD in October 2021, detailing a preliminary analysis of EHV allocations, that despite the best intentions of the CoC and the Public Housing Authorities to provide supportive services, expedite referrals and serve all priority groups, Black San Diegans were still underrepresented in EHV referrals. The data illustrates that within the jurisdiction of every PHA, referrals for black San Diegans are not proportionate to their representation in the homeless system. Although RTFH has not received a response back from HUD, RTFH was contacted by the Center for Budget and Policy Priorities (CBPP) to work with the Ad Hoc Committee Addressing Homelessness Among Black San Diegans as a case study on how to implement racial equity practices in the prioritization of housing resources in housing programs. CBPP is a premier bipartisan research and policy institution that works with federal and state governments to design policies that reduce poverty and inequality. The data from this process is still being evaluated by CBPP for their larger report, but they worked with the Ad Hoc Committee to examine the system data and recommend appropriate data elements and methods to help the San Diego community address racial disparities in its housing programs, which are included in the Action Plan.

With HHAP-3, RTFH, the City and the County established five shared equity outcome goals to reduce the disproportionality in the numbers of Black San Diegans experiencing homelessness and increase housing exits and access to suitable shelter:

- Reduce the percentage of Black San Diegans experiencing homelessness from 24% to 20% by June 30, 2024.
- Reduce the percentage of Black San Diegans experiencing unsheltered homelessness from 22% to 18% by June 30, 2024.
- Reduce the length of time Black San Diegans experience homelessness by 10% from 143 to 129 days.
- Increase percentage of Black San Diegans exiting homelessness to permanent housing from 26% to 30% by June 30, 2024.
- Increase the percentage of Black San Diegans served in street outreach who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations from 27% to 32% by June 30, 2024.

RTFH’s strategies include the following recommendations made by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans and adopted by the CoC Advisory Board to ensure Black San Diegans have equitable access to housing and services::

- Develop a HMIS data dashboard to track progress on equity goals.
- Center the voices of people with lived experience who are Black .
- Engage in inclusive procurement that includes Black leaders in decision-making and power structures.
- Provide diversity, equity and inclusion training and education.

- Review documentation to identify how policies and procedures may negatively impact Black people.

Next steps for the committee include developing a communication strategy to share these recommendations with stakeholders and developing and implementation plan to take action on the recommendations.

In addition to racial equity, RTFH will work to ensure gender equity in service delivery, housing placements, and housing retention. The number of females experiencing homelessness counted in the Point in Time Count has increased in the last three years from 2,435 (32%) in 2020 to 2,851 (34%) in 2022, and females now make up 51% of the 1,354 actively homeless youth (unaccompanied and pregnant and parenting) on the region's by name list in HMIS. The number of people in families experiencing homelessness also continues to increase, with women leading many family households. Further, during listening sessions with providers, we heard that families face more barriers than ever before and have difficulty finding units and landlords willing to overlook evictions, bad credit, legal issues, and accept housing choice vouchers or other rental assistance.

Ending homelessness for families and youth are two of five people goals in the Regional Community Action Plan to Prevent and End Homelessness in San Diego. With families, RTFH will utilize its flexible housing pool to support families with housing subsidies – a model that has proven effective in housing Veterans and was presented at the National Coalition for Homeless Veterans in Washington DC in June 2022.

RTFH is also committed to and invested in ending youth homelessness. Youth work is guided by the San Diego County Coordinated Community Plan to End Youth Homelessness. In 2019 HUD awarded the region \$7.94 million through the Youth Homelessness Demonstration Program (YHDP) to build a youth ecosystem of care. RTFH received those funds and invested in organizations expert in providing culturally competent services to LGBTQ youth for housing navigation, prevention and diversion, and host homes, as well as supporting Joint Transitional Housing-Rapid Rehousing programs that allow youth experiencing homelessness, including pregnant and parenting youth, to enter transitional housing with a joint enrollment in RRH to exit to permanent housing. YHDP programs served higher percentages of Black youth and Trans and gender nonconforming youth than non-YHDP programs, and these programs were renewed for 2021-2022. Learnings were leveraged to catalyze new investments including Built for Zero (BFZ) to drive month over month reductions in youth homelessness and Housing our Youth, a prevention and diversion program with immediate housing support administered by San Diego County.

Currently, the Youth BFZ Improvement Team meets monthly to evaluate the youth by name list, identify reasons for the increase in the number of young females experiencing homelessness, and identify solutions that can be tested to reduce this number. San Diego also advocated to change the definitions for youth used by BFZ to include pregnant and parenting youth (previously included with families, not youth) because of the different developmental needs of youth. That change was adopted and is now used with BFZ communities across the country.

## Question 4

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations

- Public health system
- Criminal legal system and system for supporting re-entry from incarceration
- Child welfare system
- Affordable housing funders and providers
- Income support programs
- Education system
- Workforce and employment systems
- Other social services and human services systems

#### **Question 4 Response**

The San Diego CoC works across systems to leverage and align resources to prevent exits to homelessness among people exiting institutional or residential environments. RTFH has partnered with local Managed Care Plans, the County of San Diego, and multiple other system partners beginning with the implementation of Whole Person Care in 2017. This cross-systems approach helps to address challenges across entities for people who are high utilizers of health care.

RTFH has launched efforts to educate homeless services providers about the justice system; to educate justice system entities about the homeless services system; and to conduct focus groups to identify and inform the general community of challenges faced by people involved in the criminal legal system and re-entering the community from incarceration. The need to identify housing for people reentering the community and addressing homelessness among people under community supervision was included in the most recent update of the Community Corrections Plan.

RTFH partners with the County Health and Human Services Agency to address the needs of people who are homeless and receiving services through the County's integrated structure. This partnership supports connection and integration of mainstream resources into the CoC's body of work. Examples include:

- RTFH worked alongside County Public Health Services to share public health guidance during the pandemic, and County Public Health Nurses joined CoC-funded outreach teams to vaccinate people living unsheltered during the pandemic.
- Continued work with Behavioral Health Services to connect people with substance use disorders and/or serious mental illness to housing, particularly through outreach coordination and access to permanent supportive housing.
- Ongoing coordination with Housing and Community Development Services to leverage resources such as the local rental subsidy pool with RTFH's Flexible Housing Pool.
- The newly established County Department of Housing Solutions and Equitable Communities has expanded the number of homeless outreach workers to assist people in accessing benefits and entitlements for which they may be eligible.

#### **Question 5**

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of

providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youths specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

### **Question 5 Response**

(I) System improvements to remove barriers to contracting with culturally specific service providers and administer culturally specific services specific to racial equity are outlined in greater detail in Question 3 and follow recommendations made by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. Strategies include centering the voices of people with lived experience who are Black in decision-making; inclusive procurement and mentoring Black-led organizations; diversity, equity and inclusion training for providers; and review of system community standards, policies and procedures to identify and remove barriers to serving Black people.

Though these strategies were developed by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, these strategies also apply generally to serving women, older adults, youth, LGBTQ persons, and other subpopulations identified in the Regional Community Action Plan to Prevent and End Homelessness in San Diego. As outlined in the Plan, our system aims to be person-centered, recognizing unique stories, needs and strengths; to include and value the voices of people with lived experience, and engage and empower people with lived experience at all levels of planning, decision-making, and implementation; and to value the critical role of service providers and ensure our region can maintain a highly skilled workforce. To this end, the first goal of the Plan is to "Create a Strong and Equitable Regional System to End Homelessness." Strategies and actions include:

- Build equity and inclusion into system
  - Adopt, and implement recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans.
  - Center the voices of persons with lived experience in all aspects of policy-making, program design, and decision-making.
  - Develop system protocols to compensate individuals with lived experience for participation and identify funds (both public and private) to sustain compensation strategy.
  - Meet the needs of LGBTQ persons experiencing homelessness, particularly youth, throughout the system.
  - Diversify homeless response system leadership and staff to be reflective of people experiencing homelessness.
  
- Enhance the capacity of the homeless services system
  - Ensure all programs align with the CoC Community Standards.
  - Support homeless services providers in building capacity through training, technical assistance, and learning collaboratives.
  - Build the workforce to effectively provide homeless assistance, ensure adequate and sustained staffing, and reduce turnover.
  - Incorporate the use of By Name Lists (BNL) to know every person by name and orient systems and funding based on needs.

The Plan sets out general goals, strategies, and actions. A companion implementation plan will include measurable outcomes as well as strategy measures. These will reflect the outcomes and strategies submitted for HHAP Round 3. Performance on equity and cultural components will be measured using disaggregated quantitative data and feedback from people who receive services to evaluate if the system is developing cultural competencies and delivering culturally appropriate services. Feedback will be collected through focus groups, lived experience advisory boards or working groups, mobile kiosks to collect input at program sites, and other appropriate means.

(II) RTFH is the CoC HMIS Lead Agency for the entire San Diego County supporting more than 60 providers and 1,200 HMIS users with a total program enrollment count of 64,993 unique participants (in 2021). RTFH also provides a myriad of data services, technical support, coordination, training, and leadership in each of the 18 cities in San Diego County, the County of San Diego, as well as the unincorporated areas.

Participation in the HMIS is mandatory for all programs receiving HUD CoC project funding and for subrecipients of State HHAP funding. The additional State and Federal funding including the COVID Emergency Funding, Emergency Solutions Grant-Covid-19 (ESG-CV), the American Rescue Plan Act, and Emergency Housing Vouchers (EHV) has resulted in a significant increase in staff time and resources to establish new projects in the HMIS and complete mandatory reporting for the San Diego region. RTFH will use HHAP3 funds to expand existing data quality monitoring and training to generate highest quality, actionable data, and will seek support from the City of San Diego and County of San Diego in this effort to support the following:

- **Data Quality Monitoring.** RTFH reviews the data quality of each provider annually to identify issues and provide technical assistance to providers. Monitoring will be conducted more frequently and RTFH will engage in regular calls with participating agencies to provide focused and specific data quality review and training. Homeless service providers participating in HMIS consistently ask for more focused data review and training.
- **Expanded Staff Support for Online Ticketing System.** This will allow RTFH to respond more quickly to requests submitted by the 1,200 users across HMIS-participating providers.
- **Expanded Training.** RTFH is responsible for all levels of training for system users. These trainings include required training for system access as well as focused trainings and refresher trainings for existing users. Focused trainings are designed based on findings from monitoring and through day-to-day support of users. Through focused and refresher trainings, users will be better equipped to follow workflows and data standards, which will result in better data quality.
- **Actionable Reporting and Continuous Quality Improvement.** With additional funding from regional partners, RTFH can continue to increase the number of actionable reports we produce to answer specific system questions and support action cycles to improve performance through the HHAP3 term and beyond.

(III) The CoC Advisory Board recently adopted the Regional Community Action Plan to Prevent and End Homelessness in San Diego to galvanize the region's municipal and County governments, Tribes and Tribally Designated Housing Entities, regional planning groups, providers, committees addressing subpopulations, funders, and people with lived experience in support of a coherent set of regional goals and strategies that will continue to move the region forward in preventing and ending homelessness. Aligning funding is key to the success of this plan, and is identified as both a key principle, "collaboratively seek and align funding to achieve goals," and a strategy with actions to achieve the system goal to "create a strong and equitable regional system to end homelessness." Identified actions include:



- Growing and leveraging commitment of private-sector funders and aligning investments to fill gaps, spur innovation, and create impact.
- Bringing together the public and private sectors to discuss funding needs, strategies, and partnerships.
- Aligning funding across sectors such as healthcare and criminal justice. Engaging each of these systems to understand and align funding with homeless/housing system resources.

RTFH, the City of San Diego, San Diego Housing Commission (SDHC), and the County of San Diego are key funders in addressing the region's immediate homelessness challenges and work together through the CoC Advisory Board to identify shared regional priorities and coordinate local, state, and federal funds to achieve these priorities. Recent examples of funding alignment between these jurisdictions include:

- Pooled funding, including all COVID-19 Emergency Homeless Funding to establish congregate shelter during the pandemic through the Shelter to Home project in the City of San Diego with on-site testing and services provided by the County Public Health Department. Through Shelter to Home, 4,198 people were sheltered and 1,422 individuals and 43 families moved into permanent or long-term housing.
- Establishing a non-congregant shelter program at five hotels. The County funded the hotels, meals, laundry and cleaning services; SDHC funded case management services; and RTFH provided staff to oversee day to day operations, lead case conferencing to house shelter stayers, and prepare monthly reports. Over 400 people were served in the non-congregant program in 2020.
- Investment in the Flexible Housing Pool (RTFH and County with investment from Funders Together to End Homelessness) to secure private market units across the county. The FHP secured 219 units and permanently housed 159 households in the first year.
- The City, County, and RTFH coordinated outcome goals and equity outcome goals for this HHAP application for the purpose of aligning funding around shared outcomes. Going forward, the City, County, and RTFH will review data together and adjust strategies and funded activities to achieve performance targets.

RTFH is also strengthening relationship with other community stakeholders to improve funding coordination as illustrated in the following examples:

- RTFH consults with private sector funders, including foundations and businesses, to align private funding priorities with regional priorities and promising practices that can be scaled. Several funders serve on the RTFH nonprofit board and have supported data dashboards to provide insight into system performance, funded participation in Built for Zero to improve data driven strategies for ending Veteran and youth homelessness that can be applied with other subpopulations, and researched effective messaging strategies to support housing as a solution to homelessness.
- RTFH also supports planning activities in smaller cities and rural areas of the County with smaller homeless populations but also fewer resources to address the problems. Many have developed local initiatives to address their community needs, but recognize that local efforts can be more effective if they are coordinated with the broader regional system. RTFH participates in and in some cases, provides backbone support to regional collaborations (such as the East County Homeless Task Force, South Region Homeless Alliance, and the Alliance for Regional solutions in North County) to help these communities set goals and strategies and integrate their work into the broader regional system. Previous rounds of HHAP funds have been used to support activities in these communities such as outreach and diversion.
- RTFH is committed to helping Tribes and Tribally Designated Housing Entities build capacity to

serve tribal members and support tribal participation in the CoC. A listening session with tribal members is scheduled for this summer.

- RTFH also effectively engages service providers to identify system barriers, identify priority activities to remove barriers, and align limited resources around these activities. The Youth Demonstration Program is an excellent example of this work. Youth and youth providers identified and aligned activities around four investment areas: youth system navigation, prevention and diversion, and non time-limited housing including host homes, rapid rehousing and joint transitional housing -rapid rehousing programs. RTFH served as the grant recipient, and youth providers applied to RTFH for funds in the areas of their expertise and provided a 25% match from other sources. RTFH employed a similar process for awarding HEAP and HHAP funds. RTFH sought community input on barriers and priority activities, analyzed impacts of previous awards, set priorities, and solicited proposals from providers to align their work around these priorities for greater impact.

Further, the RTFH leadership team and grants and contracts team work closely with funded homeless services providers to help them leverage their funds to maximize impact. These conversations result in better supporting documentation and expenditure of funds, and allow for an assessment of the impact of funds. It also helps to identify funding provider and system funding gaps. Examples include supporting homeless service providers in applying for waivers and extensions from HUD, improving data entry and data quality, and reviewing the coordinated entry process. Collectively, this works toward developing a system that is more coordinated.

- Finally, RTFH will continue to meaningfully and intentionally integrate people with lived experience into the decision-making structure of our work at the system and program level including setting funding priorities. RTFH contracts with lived experience consultants and recruits people with lived experience to serve on its boards and committees and works to remove barriers to their full participation by offering stipends, reimbursing direct costs, co-developing agendas, and providing additional training opportunities. For example, RTFH has contracted with an individual with lived experience to advise the Ad Hoc Committee on Homelessness Among Black San Diegans, which is making recommendations to reduce and eliminate disparities in the homeless service system and these recommendations will be prioritized for implementation.

(IV) RTFH, as the Lead Agency for the San Diego CoC, conducts the Point in Time Count (PITC) required by the Department of Housing and Urban Development. The PITC must be conducted at least every two years. San Diego has historically conducted the count annually.

#### Sheltered Point in Time Count

For the Sheltered PITC, the HMIS data team works closely with all HMIS and non-HMIS participants providing training and TA to assure providers are able to collect the data of all persons in a shelter or transitional housing program the night of the count. Over 300 programs are included in the sheltered PITC.

#### Unsheltered Point in Time Count (PITC)

RTFH uses a blitz count methodology for the unsheltered PITC with the goal of engaging all people experiencing unsheltered homelessness the night of the count with a short survey to collect demographic data. This data supports efficient and effective policy and planning to house people.

In order to engage people experiencing homelessness, RTFH relies on a large volunteer base, the support of all service providers, elected officials, homeless outreach workers, and Homeless Outreach Teams (HOT) that are a division of local police departments. RTFH collects feedback from PITC volunteers and coordinators following each count to improve practices for the following year. Improvements to the PITC include:

- A convenient online sign up portal for volunteers. Volunteers are able to choose the site where they want to participate.
  - A mobile app to collect survey responses. Use of a mobile app the past two PITCs has eliminated paper surveys and the inconvenience of carrying and not having enough surveys the night of the count. It has also allowed immediate access to location data to clearly see where people are experiencing unsheltered homelessness, and the data can be more efficiently cleaned and uploaded to HDX reducing staff time and cost.
  - On demand training videos including a 30-minute training on use of the mobile app and safety precautions, especially COVID precautions.
  - A week long follow up after the night of the count when RTFH staff and outreach workers continue to engage and survey people living in cars, RVs and encampments for more complete coverage. Outreach workers open their schedules so they can be immediately deployed to areas where additional coverage is needed.
  - Solicited donations and fundraised to purchase items (socks, gift cards) to recognize people being surveyed for the time they give the count. This is not a requirement of the count (nor an incentive for participation), but a best practice used in San Diego to value the voice of people with lived experience.
  - Support from local police departments that provide RTFH with drone and helicopter images from hard to reach areas so volunteers can target where people are living more effectively the week of the count.
  - A separate week-long youth count facilitated by youth providers and includes additional youth-specific survey questions to better understand youth needs.
  - A survey of jail inmates to understand how many inmates were experiencing homelessness at the time of their arrest and inform policy around criminalization and re-entry.
- For the 2022 count, RTFH recruited 1,400 volunteers. To improve PITCs going forward, RTFH will work with the City of San Diego, County of San Diego, and other cities and community partners across the region to increase the number of volunteers and mobilization sites to continue to expand coverage across the county, and provide gift cards, socks and other recognition items for people who participate in the survey.

#### (V) Eliminating Racial Bias

According to the 2020 PITC, Black persons accounted for 21% of the unsheltered homeless population and 30% of the sheltered homeless population, while only accounting for 5.5% of the general population in San Diego County.

In an effort to eliminate racial disparities in the San Diego homeless response system and racial bias in the Coordinated Entry System (CES), the CoC established the Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans. This committee explores the factors that contribute to disparities amongst black San Diegans and has identified action items to eliminate racial bias across our homeless response system to include:

1. Develop a data dashboard that specifically addresses equity.
2. Inclusive procurement to ensure that how our community plans, allocates, and spends its resources is a direct demonstration of our commitment to creating a more equitable homeless system for Black people.
3. Training and education to solidify an understanding and shared commitment from frontline in regards to Race equity, diversity, and inclusion.
4. Membership of Black-led Organizations to increase connections
5. Centering the voices of people with lived experience who are Black in decision-making
6. Transform the crisis response system

RTFH will work with the CoC Advisory Board and other partners to develop a work plan to implement these recommended action items.

In alignment with RTFH's commitment to address homelessness among Black San Diegans, RTFH reviewed the outcomes of the youth CES and found that Black youth were overrepresented among homeless youth but were underrepresented on the community queue to be matched to housing. Using pivot tables, RTFH staff identified factors disproportionately affecting Black youth (education, foster care involvement, parenting, etc.), then worked with youth providers and youth with lived experience to increase the weight of these factors in the prioritization scoring tool. The goal of this effort has been to increase the number of Black youth on the community queue who are matched to housing. Outcomes are tracked and presented to providers and community stakeholders at least annually to evaluate performance of the tool and to adjust the tool if needed to ensure equity in housing match and enrollment.

Because bias can enter the coordinated entry process at many points, the CES will need to be monitored regularly and additional actions identified.

#### Improving Access and Tools for Youth

RTFH is committed to ending youth homelessness by 2024. Goals and strategies are outlined in the San Diego Coordinated Community Plan to End Youth Homelessness approved by the CoC Advisory Board in 2019. This plan called for an overhaul of the coordinated entry system to quickly and permanently house youth.

In 2019 with a HUD Youth Homelessness Demonstration Program (YHDP) grant and HEAP funds, RTFH funded Youth System Navigators throughout San Diego County to identify young people experiencing homelessness, navigate coordinated entry to access housing, connect to host home resources and mainstream benefits, and connect youth to other supports such as education and employment. RTFH also expanded the number of Access Sites across San Diego County as one-stop shops for youth seeking resources. Access Sites use youth-specific assessment tools developed with input from youth and youth providers.

In 2021, RTFH transitioned to a new CES workflow to improve data quality and reduce the length of time from housing match to program enrollment and housing move in. Now, only youth who have identified housing as a goal, enrolled in a program, and completed an assessment are enrolled in CES to be matched to available housing resources. This has improved the quality of matches and reduced the amount of time to locate referred youth.

With this transition, RTFH also collaborated with youth providers and youth with lived experience to develop a youth-specific prioritization tool to match youth with the highest needs to housing resources (with specific efforts to eliminate racial bias noted above), establish a by name list of all youth enrolled in the CES, and launch case conferencing. Case conferencing is a weekly forum where providers discuss youth on the by name list, problem-solve to eliminate housing barriers, and bring forward clients whose vulnerabilities might not be accurately represented in their prioritization score to ensure youth are matched to the most appropriate housing resources.

In the spirit and practice of continuous quality improvement in serving youth, RTFH and Community Solutions partnered in 2021 to launch a youth specific Built for Zero (BFZ) initiative for the San Diego region. BFZ is a methodology that uses quality data to build a by name list of all youth experiencing homelessness in a region and system improvement action cycles to drive month over month reductions in the number of youth experiencing homelessness. The methodology is grounded in principles and practices to create racial equity. San Diego has an Improvement Team made up of youth, youth providers and local government representatives that meets at least monthly and a separate data committee that also meets monthly. RTFH and Community Solutions provide facilitation and coaching.

RTFH monitors the performance of the coordinated entry system with the goal of reducing the length of time from match to enrollment to housing move in. RTFH convenes youth providers at least annually to get feedback on the system and to provide training to improve data quality.

## Question 6

Evidence of connection with the local homeless Coordinated Entry System.

### Question 6 Response

As the Lead Agency for the CoC, RTFH is responsible for CES planning, implementation, and monitoring. RTFH operates CES from a set of policies and procedures adopted by the CoC that are available on the RTFH website for public review. The CES Policies and Procedures provide:

1. Policies that govern and provide continuity and consistency on CES practices and what key stakeholders and participants should expect from the process; and
2. A framework for service providers, federal/state/city and county partners along with private funders and community voices to align their operational processes and procedures whenever possible.

Housing projects funded by HUD and certain State and local government programs are required to use the CES for referrals and matching, and RTFH encourages the use of CES for all housing programs. RTFH offers recorded trainings on demand at our website that address the CES workflow and describe how participants are prioritized. RTFH also supports our regional partners with project buildouts, one on one technical assistance, and special projects such as Emergency Housing Vouchers.

RTFH provides a cloud-based help desk management system (ZenDesk) to improve trouble-shooting and compliance within the San Diego CoC. This platform has decreased response times to coordinated entry questions, provides a space for real time support, and serves as the main hub for our regional partners to receive referrals.

RTFH also convenes a Coordinated Entry work group made up of CE stakeholders that meets regularly to monitor, evaluate, and recommend improvements to the CES. RTFH uses HMIS data and an annual CE evaluation to track performance.

Finally, RTFH supports many community Access Sites - agencies that serve as starting points where people experiencing homelessness can get linked to resources that meet their needs, including enrollment in the CES. Access sites can be found at the RTFH website or through connection with 211 via its online database or call center. These sites operate through an MOU with RTFH. Sites are reviewed and updated at least annually. Given San Diego County's large geographic area, there are multiple ways for these Access Sites to be reached:

- Walk-in: Households in need are able to walk into any of the approved Access Site locations and receive assistance.
- Telephone: All CES Access Sites are accessible by phone, and callers can complete an assessment without having to physically be present at the location.
- Street Outreach: Street outreach services are available to connect with households in the geographic location where individuals and families experiencing homelessness reside, including streets, parks, campsites, vehicles, or other places not meant for human habitation, or those in more rural areas where physical Access Sites are limited. Street outreach teams act as mobile Access Sites and can assess people for service needs in the same way as those who connect to services via phone or walk-in.

CES provides standardized assessment tools to begin the process of resolving a person's housing crisis regardless of where a household receives assistance. Access Sites cannot guarantee direct assistance with housing or shelter, but can provide the following:

- Triage in identifying a household's immediate needs;
- Information on emergency assistance and community resources;
- Progressive engagement to remedy a current housing crisis as quickly as possible;
- Diversion assistance to support households to prevent entering the homeless response system;

- Referrals to community-based services and supports; and
- Enrollment into CES when appropriate.

# Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Yes

Table 1. Landscape Analysis of Needs and Demographics

People Experiencing Homelessness		Source and Date Timeframe of Data	Note About the Data Source from CoC
<b>Population and Living Situations</b>			
<b>TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS</b>	7638	PIT 2020	
# of People Who are <b>Sheltered</b> (ES, TH, SH)	3667	PIT 2020	
# of People Who are <b>Unsheltered</b>	3971	PIT 2020	
<b>Household Composition</b>			
# of Households <b>without Children</b>	29090	HMIS 07/01/2020 - 06/30/2021	
# of Households with <b>At Least 1 Adult &amp; 1 Child</b>	2811	HMIS 07/01/2020 - 06/30/2021	
# of Households with <b>Only Children</b>	518	HMIS 07/01/2020 - 06/30/2021	
<b>Sub-Populations and Other Characteristics</b>			
# of Adults Who are Experiencing <b>Chronic Homelessness</b>	9834	HDIS 07/01/2020 - 06/30/2021	Adult and Head of Household Count
# of Adults Who are Experiencing <b>Significant Mental Illness</b>	11502	HDIS 07/01/2020 - 06/30/2021	People count of <b>Mental Health Condition</b> not SMI
# of Adults Who are Experiencing <b>Substance Abuse</b> Disorders	1830	HDIS 07/01/2020 - 06/30/2021	People count of Substance Abuse Problem
# of Adults Who are <b>Veterans</b>	4681	HDIS 07/01/2020 - 06/30/2021	
# of Adults with <b>HIV/AIDS</b>	964	HDIS 07/01/2020 - 06/30/2021	People count
# of Adults Who are <b>Survivors of Domestic Violence</b>	5748	HDIS 07/01/2020 - 06/30/2021	People count
# of <b>Unaccompanied Youth (under 25)</b>	3065	HMIS 07/01/2020 - 06/30/2021	
# of <b>Parenting Youth (under 25)</b>	301	HMIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Children of Parenting Youth</b>	508	HMIS 07/01/2020 - 06/30/2021	
<b>Gender Demographics</b>			
# of <b>Women/Girls</b>	14880	HDIS 07/01/2020 - 06/30/2021	
# of <b>Men/Boys</b>	22866	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Transgender</b>	169	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Gender Non-Conforming</b>	78	HDIS 07/01/2020 - 06/30/2021	
<b>Ethnicity and Race Demographics</b>			
# of People Who are <b>Hispanic/Latino</b>	11809	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Non-Hispanic/Non-Latino</b>	24451	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Black or African American</b>	8993	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Asian</b>	810	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>American Indian or Alaska Native</b>	712	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Native Hawaiian or Other Pacific Islander</b>	468	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>White</b>	23454	HDIS 07/01/2020 - 06/30/2021	
# of People Who are <b>Multiple Races</b>	1344	HDIS 07/01/2020 - 06/30/2021	



Tab e 2 Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH/ES)	Diversion Services and Assistance (DVA)	Homelessness Prevention Services & Assistance (HPSA)	Outreach and Engagement Services (OES)	Permanent Housing with Services	Day Shelter	Safe Haven	Services Only	Permanent Housing Housing only	Coordinated Entry	Other	Source(s) and Timeframe of Data	Diversion Services and Assistance (DIV) Data Source	Note About the Data Source from CoC
<b>Household Composition</b>																	
# of Households without Children	3318	2244	1853	9308	932	1028	10742	948	6472	91	9256	12	5693	67	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of Households with At Least 1 Adult & 1 Child	307	765	195	975	111	393	198	20	1	0	511	0	313	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of Households with Only Children	1	18	10	141	13	124	213	1	6	0	86	0	13	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
<b>Sub Populations and Other Characteristics</b>																	
# of Adults Who are Experiencing Chronic Homelessness	1483	842	413	2893	337	18	3106	385	1587	56	2806	6	2087	18	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	Adult and Head of Household Count
# of Adults Who are Experiencing Significant Mental Illness	1748	589	881	2667	413	300	3754	472	550	79	3960	6	2899	22	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	People count of Mental Health Condition not SMI
# of Adults Who are Experiencing Substance Abuse Disorders	159	59	320	482	208	12	606	49	52	6	374	0	354	5	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	People count of Substance Abuse Problem
# of Adults Who are Veterans	1240	1309	663	850	50	341	691	213	574	47	1630	2	654	1	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of Adults with HIV/AIDS	285	38	162	275	37	20	147	20	18	0	283	0	124	2	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	People count
# of Adults Who are Survivors of Domestic Violence	609	602	318	1685	175	216	1367	123	537	18	1972	4	1463	11	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	People count
# of Unaccompanied Youth (under 25)	96	330	354	806	281	262	903	80	510	1	1335	0	590	3	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of Parenting Youth (under 25)	28	150	39	88	34	23	11	10	2	0	119	0	54	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Children of Parenting Youth	45	190	51	114	15	28	9	10	1	0	144	0	57	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
<b>Gender Demographics</b>																	
# of Women/Girls	1729	2127	803	4977	467	1498	3917	371	1999	25	4360	12	2774	27	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of Men/Boys	2737	2757	1710	7533	566	1168	7315	643	4435	65	6617	0	3995	39	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Transgender	28	21	12	41	11	10	49	6	28	0	69	0	36	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Gender Non-Conforming	6	4	8	33	6	7	15	2	10	1	37	0	21	1	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
<b>Ethnicity and Race Demographics</b>																	
# of People Who are Hispanic/Latino	1104	1584	786	4233	301	1047	2876	253	1813	15	3298	4	2085	23	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Non-Hispanic Non-Latino	3379	3261	1728	7932	719	1571	7328	755	4607	75	7567	8	4633	44	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Black or African American	1273	1665	837	2785	292	715	2350	260	1743	15	2907	2	1672	15	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Asian or Alaska Native	87	88	45	366	18	62	172	20	119	1	204	0	140	3	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are American Indian or Pacific Islander	77	83	37	263	17	31	226	21	162	1	217	0	148	2	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Native Hawaiian	66	53	23	179	7	37	114	17	77	1	133	0	89	0	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are White	2762	2635	1646	7831	626	1458	7302	644	4067	71	6723	10	4335	43	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	
# of People Who are Multiple Races	206	246	95	371	45	143	327	41	240	1	498	0	262	5	HHS 07/01/2020 - 06/30/2021	HHS 07/01/2020 - 06/30/2021	

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested Into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>		Brief Description of Programming and Services Provided		ALL PEOPLE EXPERIENCING HOMELESSNESS	Populations Served <i>(please x the appropriate population[s])</i>		
									People Exp Chronic Homelessness	Veterans	Parenting Youth
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	\$ 58,065,623.00	Federal Agency	Rental Assistance	Diversion and Homelessness Prevention	HUD CoC funds awarded to providers in the San Diego CoC for programs and services that include permanent housing, transitional housing (TH), joint TH-RRH, supportive services, safe haven, HMIS, administration and planning. Funds support TH leasing, PH rental assistance, case management, housing navigation, outreach, program administration and operating costs. \$28,814,796 was awarded for 21-22 and \$29,250,827 for 22-23.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	Permanent Supportive and Service-Enriched Housing				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	Administrative Activities				People Exp Substance Abuse Disorders				Unaccompanied Youth	Other <i>(please enter here)</i>	
	FY 2022-2023			Systems Support Activities							
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 15,896,216.04	State Agency	Outreach and Engagement	Administrative Activities		X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	Diversion and Homelessness Prevention			Non-Congregate Shelter/ Interim Housing	People Exp Chronic Homelessness				Veterans	Parenting Youth	
	Rental Assistance				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2022-2023			Systems Support Activities				People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>	
		\$ -						ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
		\$ -						ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Chronic Homelessness	Veterans	Parenting Youth
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
								ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>

\* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

**Table 4. Outcome Goals**

<b>Outcome Goal #1a: Reducing the number of persons experiencing homelessness.</b>		
<b>Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
	<b>Decrease/Increase in # of People</b>	<b>Decrease/Increase as % Change from Baseline</b>
19,771	1,977 (increase)	10% (increase)
<b>Optional Comments</b>		
<p>The number of people accessing services increased annually from 2018 to 2021. Using the Outcome Goal Worksheet provided by Cal ICH, the number of people accessing services increased by 31% from 2018 to 2020 and is projected to increase by 47% from 2020 to 2024. The San Diego region aims to slow down the annual rate of increase, while still encouraging people who need services to access them, but does not anticipate the number of people accessing services to drop below 2020 levels by 2024.</p>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
<p>The San Diego region is committed to reducing homelessness among Black San Diegans. Black San Diegans experience homelessness at a rate that is 6x higher than non-Black San Diegans. Black San Diegans make up about 5% of the population in San Diego County, but make up 24% of people accessing services who are experiencing homelessness (per 2020 HDIS data). The San Diego CoC established the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to make recommendations on reducing this disparity. Those recommendations are considered in the equity strategies.</p>	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Decrease the percentage of Black San Diegans experiencing homelessness from 24% to 20% by June 30, 2024. Percentage will be determined using HDIS data for Outcome 1a: Number of people who are Black served/Total number of people served.</p>	

<b>Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis</b>		
<b>Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
	<b>Reduction in # of People</b>	<b>Reduction as % Change from Baseline</b>
3,971	135 (increase)	3% (increase)
<b>Optional Comments</b>		
<p>The 2022 PIT count showed a 3% increase (4,106) over 2020 (3,971) in the count of people experiencing unsheltered homelessness after 2 years of decline. In no time in the past 10 years has the count of the number of people experiencing unsheltered homelessness been less than 3,971. The 10 year average is 4,646, and the three year average is 4,184. Though the San Diego region is committed to making more shelter beds available, reducing the number of people experiencing unsheltered homelessness is not expected to go below 2020 numbers by January 2024 (which is about 18 months from this application submission deadline). The San Diego region has set its target using 2022 as the baseline (4,106) and aims to flatten the curve by preventing further increase by January 2024. This is reflected above as a 3% increase over the 2020 baseline.</p>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
<p>The San Diego region is committed to reducing the percentage of Black San Diegans experiencing unsheltered homelessness. Black San Diegans make up about 5% of the population in San Diego County, but made up 22% of the people experiencing unsheltered homelessness in the 2022 Point in Time Count. This represents a decrease of only 1% from 2018 (23%) and a 1% increase over 2020 (21%), suggesting numbers could be trending upward again. People with lived experience who are Black who participated in community engagement sessions with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, voiced a demand for permanent housing pathways and safe, suitable shelter to meet basic survival needs while they wait for housing.</p>	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Reduce the percentage of Black San Diegans experiencing unsheltered homelessness from 22% to 18% by June 30, 2024. Percentage will be determined using Point in Time Count data collected in January 2024.</p>	

<b>Outcome Goal #2: Reducing the number of persons who become homeless for the first time.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual Estimate of # of people who become homeless for the first time</b>	<b>Reduction in # of People</b>	<b>Reduction as % Change from Baseline</b>
9,612	384	4%
<b>Optional Comments</b>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
<p>In 2021, Serving Seniors completed a comprehensive needs assessment with recommendations to combat homelessness among older adults in San Diego, and the RTFH established an Ad Hoc Committee on Aging and Homelessness (chaired by the CEO of Serving Seniors) to address the needs of older adults. Their recommendations were considered in framing goals and strategies for this application. The homeless population in the San Diego region is aging. Data pulled from the HMIS between October 1, 2020 and September 30, 2021 showed that 27% or just under 10,000 unique individuals who received services were 55 years of age or older, and older adults made up about 41% of the chronically homeless population (3,000 adults). In 2020, one out of every four unsheltered San Diego County residents was an adult age 55 and over and 50% also reported a chronic health condition. Many were homeless for the first time. 2020 Point in Time Count data revealed that 43% of unsheltered seniors (55 years of age or older) were experiencing homelessness for the first time, and 88% became homeless in San Diego. HDIS data was not provided for the older adult subpopulation. Looking at system data generated from HMIS for the past three HUD federal reporting years (October 1 to September 30) for first time homeless into shelters and permanent housing projects, the percentage of older adults experiencing homelessness for the first time has been decreasing, and additional focus will help to prevent future increases:  2020-2021: 1,953 individuals (21% of all people experiencing homelessness for the first time)  2019-2020: 2,315 individuals (24% of all people experiencing homelessness for the first time)  2018-2019 1,859 individuals (26.7% of all people experiencing homelessness for the first time)</p>	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Reduce the number of adults 55 years of age or older who become homeless for the first time from 21% to 18% by June 30, 2024. Performance will be measured using HMIS system data for first time homeless into shelters and permanent housing projects.</p>	

<b>Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual Estimate of # of people exiting homelessness into permanent housing</b>	<b>Increase in # of People</b>	<b>Increase as % Change from Baseline</b>
4,531	390	9%
<b>Optional Comments</b>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
The San Diego region is committed to increasing the percentage of Black San Diegans exiting homelessness to permanent housing. Black San Diegans experience homelessness at a rate that is disproportionately higher (6x higher) than non-Black San Diegans and Black San Diegans remain homeless longer. Per HDIS data, the percentage of Black San Diegans exiting to permanent housing was higher than the average for all San Diegans from 2018-2020, however, the percentage exiting to permanent housing declined 4% from 2018 to 2020 (from 30% to 26%). The San Diego region aims to increase outflow from homelessness for Black San Diegans to reduce the overall percentage of Black San Diegans experiencing homelessness.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i> Increase percentage of Black San Diegans exiting homelessness to permanent housing from 26% to 30% by June 30, 2024.	

<b>Outcome Goal #4: Reducing the length of time persons remain homeless.</b>		
<b>Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
	<b>Decrease in Average # of Days</b>	<b>Decrease as % Change from Baseline</b>
118	3	2.5%
<b>Optional Comments</b>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
The San Diego region is committed to decreasing the average length of time Black San Diegans remain homeless. Per HDIS data, the average number of days a person experienced homelessness in San Diego decreased year over year from 126 days in 2018 to 118 days in 2020. During the same period, the average number of days Black San Diegans experienced homelessness increased from 135 days in 2018 to 143 days in 2020 - 25 days longer than the average number of days for all persons served. The San Diego region aims to reduce the number of days Black San Diegans experience homelessness by 10% by June 30, 2024.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i> Decrease the length of time Black San Diegans remain homeless from 143 days to 129 days by June 30, 2024.	

**Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.**

Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
11%	10%	1%

**Optional Comments**

**Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
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Ending youth and young adult homelessness is both a national and a local priority. In 2019, HUD awarded the San Diego CoC \$7.94 million to develop a youth-driven ecosystem of care to prevent and end youth homelessness. The CoC adopted the San Diego County Coordinated Community Plan to Prevent and End Homelessness to guide strategies and investments. This plan was incorporated as part of the City of San Diego Community Action Plan on Homelessness and the RTFH Regional Community Action Plan to Prevent and End Homelessness in San Diego. Youth made up 2,200 people seeking services in 2020 (HMIS) and 513 people counted in the 2020 Point in Time Count. Per HDIS data, Unaccompanied Youth (18-24 years) made up a higher percentage of the total persons seeking services each year between 2018 and 2020 (4% in 2018, 5% in 2019, and 7% in 2020 ) and returned to homelessness after exiting homelessness to permanent housing at a rate higher than the average of all persons in 2018 (11% all persons, 13% youth), 2019 (12% all persons, 15% youth), and 2020 (11% all persons, 13% youth).	Decrease the percentage of Unaccompanied Youth (18-24) who return to homelessness after exiting homelessness to permanent housing from 13% to 11% by June 30, 2024.
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<b>Outcome Goal #6: Increasing successful placements from street outreach.</b>		
<b>Baseline Data:</b> Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
	<b>Increase in # of People Successfully Placed from Street Outreach</b>	<b>Increase as % of Baseline</b>
1,961	196	10%
<b>Optional Comments</b>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
The San Diego region is committed to increasing exits from street outreach to emergency shelter, and transitional housing or permanent housing destinations among Black San Diegans. Black San Diegans make up about 5% of the population in San Diego County, but made up 22% of the people experiencing unsheltered homelessness in the 2022 Point in Time Count. This represents a decrease of only 1% from 2018 (23%) and a 1% increase over 2020 (21%), suggesting numbers could be trending upward again. Though the numbers of people exiting street outreach to emergency shelter, TH or PH increased significantly from 2018 (201) to 2020 (1961), the percentage of Black people who exited decreased from 33% in 2018 to 27% in 2020 despite increasing numbers of Black people experiencing homelessness. Black people experiencing homelessness who participated in community engagement sessions with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, voiced a demand for permanent housing pathways and safe, suitable shelter to meet basic survival needs while they wait for housing.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i> Increase the percentage of Black San Diegans served in street outreach who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations from 27% to 32% by June 30, 2024.	

**Table 5. Strategies to Achieve Outcome Goals**

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p><b>Increase Access to Housing:</b> Maximize use of existing rental stock by expanding landlord incentives and the Flexible Housing Pool and implementing shared housing strategies at a system level. Like many communities, San Diego is faced with low vacancy rates and high housing costs, which make it challenging for people experiencing homelessness to find rental units. The Flexible Housing Pool has been an effective tool for working with landlords and securing units in existing rental markets across San Diego County. The FHP will be expanded to increase the number of units for Veterans, youth, families, and older adults who have rental subsidies. RTFH will also continue to support efforts with community partners to build a shared housing system in San Diego.</p>	
<b>Timeframe</b>	
By June 30, 2024	
<b>Entities with Lead Responsibilities</b>	
Regional Task Force on Homelessness	
<b>Measurable Targets</b>	
Increase the number of units available through Brilliant Corners for Veterans, youth, families and older adults. Shared housing targets to be determined through an RFP process.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.  <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.  <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.  <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.  <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.  <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.  <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Street Outreach: Build upon previous successes expanding non-law enforcement housing-focused street outreach with case management to navigate people to emergency shelter and housing. Train street outreach workers in the CoC Street Outreach Standards to continue to move programs from contact-based outreach to housing-focused outreach that is client-centered and uses motivational interviewing and trauma-informed care. Implement technology to enhance outreach coordination and document where people are being engaged and the locations of encampments. Investments will be made in areas of need within the county where existing funding may be expiring and other revenue sources are unavailable.	
<b>Timeframe</b>	
By June 30, 2024	
<b>Entities with Lead Responsibilities</b>	
RTFH, City of San Diego, County of San Diego, providers	
<b>Measurable Targets</b>	
The number of outreach workers to be funded will be determined after an assessment of gaps in coverage across the county and an RFP process.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.  <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.  <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.  <input type="checkbox"/> 4. Reducing the length of time persons remain homeless.  <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.  <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.  <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Housing Retention and Tenancy Supports:</b> Build system capacity to provide housing retention and tenancy support services to prevent returns to homelessness by people who have exited from homelessness to permanent housing. Provide direct tenancy support services and/or training for providers to support clients with housing location and completing applications and housing retention services, including crisis intervention, health and safety visits, independent living skills development, unit habitability inspections and resolving disputes with landlords. May also include access to mainstream benefits and health and behavioral health services, and connections to vocational and educational resources.	
<b>Timeframe</b>	
By June 30, 2024	
<b>Entities with Lead Responsibilities</b>	
Regional Task Force on Homelessness, County of San Diego, City of San Diego	
<b>Measurable Targets</b>	
Types of resources and number of positions to be supported to be determined through an RFP process.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	
<p><b>Prevention and Diversion Services:</b> Expand prevention and diversion activities to help people who are at-risk of homelessness stabilize in housing. This can include training to implement CoC standards for homeless prevention, conflict resolution training, flexible funding to address urgent needs to avoid an episode of homelessness (resolution strategies), shallow subsidies to prevent returns to homelessness, or shared housing strategies. RTFH has strong policies and procedures to support the use of flexible funds and in 2021, coordinated a series of community trainings and developed a local toolkit to support shared housing models.</p>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.  <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.  <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.  <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Timeframe</b>	
By June 30, 2024	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Entities with Lead Responsibilities</b>	
Regional Task Force on Homelessness, County of San Diego, City of San Diego	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
<b>Measurable Targets</b>	
The number of people to be served will be determined in an RFP process.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.  <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.  <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.  <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.  <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.  <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.  <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p><b>Racial Equity:</b> Race is the largest predictive factor for homelessness in the United States. And today in the San Diego region, where Black people make up only five percent of the population, Black people are 6 times more likely than non-Black people to experience homelessness. RTFH will work with Black San Diegans experiencing homelessness, the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, and Equity In Action to take actions identified in the San Diego Continuum of Care Ad Hoc Committee on Addressing Homelessness Among Black San Diegans Action Plan to more effectively reach Black San Diegans, quickly and permanently end their homelessness, and eliminate racial bias in homeless service delivery. Possible actions include: bring diversity, equity &amp; inclusion training to service providers, focusing on front line staff to ensure positive interactions with Black people; create a public-facing equity dashboard, update it quarterly, and use data to inform improvement processes to generate better outcomes; and center the voices of people with lived experience who are Black to share power and transform</p>	
<b>Timeframe</b>	
By June 30, 2024	
<b>Entities with Lead Responsibilities</b>	
Regional Task Force on Homelessness, Ad Hoc Committee Addressing Homelessness Among Black San Diegans, City of San Diego, County of San Diego	
<b>Measurable Targets</b>	
To be determined in collaboration with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans	

Table 6. Funding Plans

Activity to be funded by HHAP 3 <i>(choose from drop down opt. ons)</i>	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Administrative Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 959,678.60	\$ 959,678.60	
Systems Support Activities	\$ -	\$ -	\$ -	\$ -	\$ 2,741,938.87	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,741,938.87	
Outreach and Engagement	\$ -	\$ -	\$ 2,001,615.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,001,615.38	
Rental Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,004,038.44	\$ -	\$ -	\$ -	\$ -	\$ 5,004,038.44	
Diversion and Homelessness Prevention	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,807.69	\$ -	\$ -	\$ -	\$ 1,000,807.69	
Rental Assistance	\$ 2,001,615.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,001,615.38	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Totals:</b>	<b>\$ 2,001,615.38</b>	<b>\$ -</b>	<b>\$ 2,001,615.38</b>	<b>\$ -</b>	<b>\$ 2,741,938.87</b>	<b>\$ 5,004,038.44</b>	<b>\$ 1,000,807.69</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 959,678.60</b>	<b>\$ 13,709,694.36</b>	

**Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis**

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**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3  
BUDGET TEMPLATE**

**APPLICANT INFORMATION**

CoC / Large City / County Name:	CA 601	Applying Jointly? Y/N	no
Administrative Entity Name:	Regional Task Force on Homelessness	Total Allocation	\$ 13,709,694.36

**HHAP FUNDING EXPENDITURE PLAN**

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ -	\$ 575,807.16	\$ 575,807.16	\$ 575,807.16	\$ 1,727,421.48	\$ -	\$ -
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ -	\$ 91,397.96	\$ 91,397.96	\$ 91,397.96	\$ 274,193.88	\$ -	\$ -
Operating subsidies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street outreach	\$ -	\$ -	\$ 575,807.16	\$ 575,807.16	\$ 575,807.16	\$ 1,727,421.48	\$ -	\$ -
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ 91,397.96	\$ 91,397.96	\$ 91,397.96	\$ 274,193.88	\$ -	\$ -
Services coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems support	\$ -	\$ -	\$ 913,979.62	\$ 913,979.62	\$ 913,979.62	\$ 2,741,938.86	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ 1,439,517.91	\$ 1,439,517.91	\$ 1,439,517.91	\$ 4,318,553.73	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ 228,494.92	\$ 228,494.92	\$ 228,494.92	\$ 685,484.76	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ -	\$ 287,903.58	\$ 287,903.58	\$ 287,903.58	\$ 863,710.74	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ 45,698.98	\$ 45,698.98	\$ 45,698.98	\$ 137,096.94	\$ -	\$ -
Interim sheltering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ -	\$ 319,892.87	\$ 319,892.87	\$ 319,892.87	\$ 959,678.61	\$ -	\$ -
<b>TOTAL FUNDING ALLOCATION</b>						\$ 12,338,724.90	\$ -	\$ -
<b>Youth Set-Aside (at least 10%)</b>						\$ 1,370,969.46	\$ -	\$ -

**COMMENTS:**

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