Homeless Housing, Assistance and Prevention Round 4 Application

Application Information

Application Due Date: 11/29/2022

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)
- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-4 Data Tables](#)

Application Submission for HHAP-4 Funding

Using the **[HHAP-4 Local Homelessness Action Plan & Application Template](#)** as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding**: the information required in this section will be provided in <u>Tables 1, 2, and 3 of the HHAP-4 Data Tables file</u> 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 <u>Tables 4 and 5 of the HHAP-4 Data Tables file</u> 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 <u>entering the responses to the narrative questions</u> within the *Narrative Responses* section of this application form. Applicants are <u>NOT</u> 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-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in <u>Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file</u> uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.

5. **Evidence of meeting the requirement to agendize the application at a meeting of the governing board** will be provided as <u>a file upload</u> in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **seven 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-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application 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.

- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.

- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.

- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.

- **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-4 statute, FAQs, 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-4 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-4 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
Chief Operating Officer

Contact Person Phone Number
(916) 968-8443

Contact Person Email
lahela.mattox@rtfhsd.org

*Agreement to Participate in HDIS and HMIS

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in accordance with local protocols.

Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendize the application 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-4 Data Tables
HHAP4_data_tables_updated 3_24_2023.xlsx

Governing Body Meeting Agenda or Minutes
CoC Advisory Board 10.20.22 Agenda FINAL.docx.pdf

Optional Supporting Documents
HHAP 4 Public Comment Screenshot.PNG

HHAP 4 Public Comment Posting.pdf

HHAP 4_CoC_BoardPresentation.pptx.pdf

HHAP4_PublicCommentEmail.pdf

CoC Advisory Board Meeting Minutes 10-20-2022_DRAFT.pdf

HHAP4_data_tables_Final 11.28.22_updated 12.29.22.xlsx

HHAP4_data_tables_updated 3_24_2023.xlsx

Part I. Landscape Analysis of Needs, Demographics, and Funding

Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
Yes

Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
Yes

Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
Yes

Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the HHAP-4 Data Tables into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

Table 4: Outcome Goals

Name of CoC
CA-601 San Diego City and County CoC

1a. Reducing the number of persons experiencing homelessness.

Goal Statement
By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [19,797] total people accessing services who are experiencing homelessness annually, representing [2,199] [fewer] people and a [10%] [reduction] from the baseline.

Goal Narrative
The number of people accessing services has increased annually since 2018. The San Diego region is taking action to reverse that trend and reduce the number of people accessing services by 10% from the 2021 baseline by 2025.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
21,996	2,199	10%	19,797

Decrease/Increase in # of People
Decrease

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

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:
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 24.5% of people accessing services who are experiencing homelessness (per 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.

Describe the trackable data goal(s) related to this Outcome Goal:
Decrease the percentage of Black San Diegans experiencing homelessness from 24.5% to 20.5% by June 30, 2025. Percentage will be determined using HDIS data for Outcome 1a: Number of people who are Black served/Total number of people served.

1b. Reducing the number of persons experiencing homelessness

on a daily basis

Goal Statement

By the end of the performance period, data for the [San Diego City and County - CA-601] will show [3,983] total people experiencing unsheltered homelessness daily, representing [123] [fewer] people and a [3%] [reduction] from the baseline.

Goal Narrative

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. The San Diego region is committed to making more shelter beds available, deploying more resources to connect people directly from the street to housing, and reducing the number of people experiencing unsheltered homelessness by 3% from the 2021 baseline (2022 PIT Count) by 2025.

Baseline Data	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
4,106	123	3%	3,983

Decrease/Increase in # of People

Decrease

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

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:

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 22.6% of the people experiencing unsheltered homelessness. 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.

Describe the trackable data goal(s) related to this Outcome Goal:

Reduce the percentage of Black San Diegans experiencing unsheltered homelessness from 22.6% to 18.6% by June 30, 2025.
Percentage will be determined using Point in Time Count data collected in January 2025.

2. Reducing the number of persons who become newly homeless.

2. Reducing the number of persons who become newly homeless.

Goal Statement

By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [11,667] total people become newly homeless each year, representing [486] [fewer] people and a [4%] [reduction] from the baseline.

Goal Narrative

The number of people becoming newly homeless increased from 9,612 in 2021 to 12,153 in 2022. To

address this effort, we are anticipating a 4% decrease due to an increase in prevention efforts including predictive analytics, upstream prevention efforts and senior rental subsidy programs.

Baseline Data 12,153	Change in # of People 486	Change as % of Baseline 4%	Target Annual Estimate of # of people who become newly homeless each year 11,667

Decrease/Increase in # of People
Decrease

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

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:

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: 1953 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)

Describe the trackable data goal(s) related to this Outcome Goal:
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, 2025.
Performance will be measured using HMIS system data for first time homeless into shelters and permanent housing projects.

3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement
By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [4,953] total people people exiting homelessness into permanent housing annually, representing [495]

[more] people and a [11%] [increase] from the baseline.

Goal Narrative
The number of people exiting homelessness into permanent housing decreased from 4,531 in 2021 to 4,458 in 2022. To address this effort, we are anticipating a 11% increase in permanent housing placements due to an increase in housing resources including the flexible housing pool.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
4,458	495	11%	4,953

Decrease/Increase in # of People
Increase

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

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:
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, however, the percentage exiting to permanent housing has declined. 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.

Describe the trackable data goal(s) related to this Outcome Goal:
Increase percentage of Black San Diegans exiting homelessness to permanent housing from 26% to 30% by June 30, 2025.

4. Reducing the length of time persons remain homeless.

4. Reducing the length of time persons remain homeless.

Goal Statement
By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [129] days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing [3] [fewer] days and a [2%] [reduction] from the baseline.

Goal Narrative
The length of time persons remain homeless has increased from 118 days in 2021 to 132 days in 2022. To address this effort, we are anticipating a 2.5% reduction of 3 days due to an increase in housing resources including expanded outreach, flexible housing pool and diversion efforts.

Baseline Data	Change in # of Days	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven
132	3	2%	

projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
129

Decrease/Increase in # of Days
Decrease

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

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:
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 has increased by 14 days from 118 days to 132 days. During the same period, the average number of days Black San Diegans experienced homelessness increased from 143 days to 146 days. The San Diego region aims to reduce the number of days Black San Diegans experience homelessness by 14 days (9.8%) by June 30, 2025.

Describe the trackable data goal(s) related to this Outcome Goal:
Decrease the length of time Black San Diegans remain homeless from 146 days to 132 days by June 30, 2025.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement
By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [7%] of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing [0] [change] people and a [0%] [change] from the baseline.

Goal Narrative
The number of persons that return to homelessness within two years after exiting to permanent housing has decreased from 11% in 2021 to 7% in 2022. This significant decrease is due to increased diversion efforts, housing stability efforts and upstream prevention. Due to this, our goal is to remain at the 7% metric.

Baseline Data	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness wihtin 2 years after having exited homelessness to permanent housing
7%	0%	0%	7%

Decrease/Increase in # of People

Decrease

Optional Comments
There is no change in the target percentage (0%).

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

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:
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).

Describe the trackable data goal(s) related to this Outcome Goal:
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, 2025.

6. Increasing successful placements from street outreach.

Goal Statement
By the end of the performance period, HDIS data for the [San Diego City and County - CA-601] will show [1,961] total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing [383] [more] people and a [24%] [increase] from the baseline.

Goal Narrative
Successful placements from street outreach decreased from 1,961 in 2021 to 1,578 in 2022. To address this effort, we are anticipating a 24% increase in successful placements due to more robust outreach efforts and increased staffing of outreach teams.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
1,578	383	24%	1,961

Decrease/Increase in # of People
Increase

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

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:

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 22.6% of the people experiencing unsheltered 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.

Describe the trackable data goal(s) related to this Outcome Goal:

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, 2025.

Table 5: Strategies to Achieve Outcome Goals

Strategy 1

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

Description
Increase Access to Housing: 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.

Timeframe
By June 30, 2025

Entities with Lead Responsibilities
Regional Task Force on Homelessness (RTFH)

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 2

Type of Strategy
Strengthening the quality or performance of housing and/or services programs

Description
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.

Timeframe
By June 30, 2025

Entities with Lead Responsibilities
RTFH, City of San Diego, County of San Diego, Providers

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 3

Type of Strategy
Improving access to supportive services and/or physical health and behavioral health services

Description
Housing Retention and Tenancy Supports: 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.

Timeframe

By June 30, 2025

Entities with Lead Responsibilities
RTFH, County of San Diego, City of San Diego

Measurable Targets
Types of resources and number of positions to be supported to be determined through an RFP process.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 4

Type of Strategy
Building the capacity of homelessness response system to utilize resources, implement best practices, and/or achieve outcomes

Description
Prevention and Diversion Services: 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.

Timeframe
By June 30, 2025

Entities with Lead Responsibilities
RTFH, County of San Diego, City of San Diego

Measurable Targets
The number of people to be served will be determined in an RFP process.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 5

Type of Strategy

Reaching underserved and historically marginalized
communities and populations

Description
Racial Equity: 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 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
AdHoc 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: bringing diversity, equity & 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 oppressive structures that silence and marginalize this population.

Timeframe
By June 30, 2025

Entities with Lead Responsibilities
RTFH, Ad Hoc Committee Addressing Homelessness Among Black San Diegans, City of San Diego,
County of San Diego

Measurable Targets
To be determined in collaboration with the Ad Hoc Committee on Addressing Homelessness Among
Black San Diegans.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent
housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately
impacted by homelessness.

*Click **+ Add Strategy** above to add additional strategies as needed.*

Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

Q1
Yes

Question 2

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

Public agencies (governmental entities)
Yes

Private sector partners (philanthropy, local businesses, CBOs, etc.)
Yes

Service providers (direct service providers, outreach, shelter providers, etc.)
Yes

Local governing boards
Yes

People with lived experience
Yes

Other
No

a. Please describe your most notable coordination and collaborative processes with these entities.

RTFH is strengthening relationships with community stakeholders to improve funding coordination as illustrated in the following examples:
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 Housing Works 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 Tribes in San Diego County and supporting tribal participation in the CoC through dialogue with Tribal representatives and Tribally Designated Housing Entities (TDHE). RTFH has hosted listening sessions with various tribes over the last year to better 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 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. Other private organizations, such as Funders Together to End Homelessness San Diego, a collaborative of philanthropic funders, have been convening and pooling funds to invest in impactful and innovative solutions to homelessness across the region.

● RTFH also supports planning activities in smaller cities and rural areas of the County with fewer resources to address homelessness. 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.

● The City and the Housing Commission consult with RTFH to coordinate the prioritization and use of ESG funds. Consultation helps the Commission design programs that benefit the broader goals of the region and distribute funds in an efficient manner and in accordance with HUD and local guidelines. RTFH also assists in setting outcomes homeless programs should accomplish during their contract period.

● 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 timely expenditure of funds, and allow for an assessment of the impact of investments. It also helps to identify 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, people with lived experience (PLE) are a cornerstone of the CoC's development of plans, policies, and processes. 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. RTFH contracts with lived experts to provide consulting services to RTFH to ensure the work of RTFH and the CoC is meaningful and intentionally integrates people with lived/living experience into the decision-making structure of our work at the system and program level.

Question 3

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is partnering or plans to use **any round** of HHAP funding to increase partnership with:

People with lived experience
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Justice entities
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Workforce system
Yes

Is this partnership formal or informal?
Informal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Services for older adults
Yes

Is this partnership formal or informal?
Informal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Services for people with disabilities
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Child welfare system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Education system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Local Homeless Coordinated Entry System
Other (please explain)

Other response
RTFH is the entity that manages the Coordinated Entry System

Other (please specify)
No

a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)
The San Diego Regional Plan identifies an alignment of principles, goals, and strategies that includes establishing and expanding cross-sector partnerships.

People with Lived Experiences of Homelessness
RTFH centers 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. 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 five members with self-disclosed lived experience of 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 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.

● RTFH manages the Coordinated Entry System (CES), which is an evidence-based strategy that focuses on linking homeless individuals to the most appropriate housing and services based on their needs. The CES ensures individuals and families have access to valuable resources in an equitable, person-centered, and transparent manner.

● RTFH collaborates with Lived Experience Advisors on regional events, including most recently, the World Homeless Day event, where elected officials, stakeholders, and San Diegans with lived experience came together to mourn those who lost their lives on the street. With support from RTFH, Lived Experience Advisors provided an impactful message to recognize the lives lost to the homeless health crisis. In addition, on November 30 and December 1, 2022, RTFH is hosting a conference on homelessness - Solutions for San Diego. Lived Experience Advisors are part of a speaker panel providing a voice in the solution to reducing homelessness.

 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. 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 support 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.

The Community Information Exchange (CIE), administered by 211 San Diego, is a collaborative ecosystem, trusted partner network, and technology platform that integrates data from disparate databases for enhanced care coordination across sectors. The CIE connects data from health, housing, workforce, food, and other social determinants of health sectors to create a single person-centered record for care planning and facilitating a multidisciplinary approach to services. 211 San Diego serves as the backbone for the CIE and coordinates over 100 organizational partners across San Diego. RTFH developed a multi-party authorization for individuals to opt in to sharing relevant information from the HMIS to better coordinate their care among the larger CIE trust network. RTFH pushes HMIS data into the CIE on a daily basis. The HMIS and CIE integration serves as an innovative model communities across the country are working to replicate. About a quarter of the participating CIE partners are homeless services providers.

Justice Entities
RTFH recognizes there is significant overlap of the homeless system and the criminal justice system- including both jails and prisons. People who have been incarcerated are nearly ten times more likely to experience homelessness than the general population; and the numbers are even greater for Black people. The San Diego 2022 Point in Time Count found 31% of inmates surveyed in the County jail reported they were homeless at the time of their arrest. Successfully transitioning from a custodial environment to the community requires immediate access to safe and stable housing and supportive services to end the cycle of homelessness and incarceration, and to promote overall community public safety goals. Criminal justice entities such as Probation and Parole are undertaking housing strategies to strive to meet the housing need for those exiting incarceration. The Regional Plan also specifically

identifies the justice sector in its system goals, including the alignment of better understanding the data and funding with the homeless/housing system resources. The CoC Advisory Board currently includes a law enforcement representative and most recently representation from the DAs office. On October 19, 2021. The San Diego County Board of Supervisors approved an action to pursue a data-driven approach to public safety and identify service gaps across the delivery system. The county is utilizing the SAMHSA Sequential Intercept Model and is working with stakeholders, including people with lived expertise to incorporate a better understanding of people's experience with the system; how to address housing within each phase; and addressing racial disparities. RTFH is partnering with the County and has included RTFH's lived expert consultant to participate in these efforts.

RTFH's consultant, Curtis Howard, is the lead Organizer for the San Diego Chapter of All of Us or None (AOUON), a national organization that advocates for formerly incarcerated people and their families and also serves on the Board. The board member is formerly incarcerated and formerly homeless, only recently being housed during the pandemic, and is the founder of LIVEX, a lived experienced consultancy specializing in the areas of homelessness, gangs, substance abuse, and carceral logics.

RTFH partners with Live Well San Diego to collaborate with the Center for Employment Opportunities and All of Us or None dedicated to securing jobs for people who have criminal records or are justice-involved. A new board member, brought forward significant policy proposals to reform the region's incarceration system to reflect Smart Justice best practices, including free phone calls for incarcerated individuals, and the expansion of Mobile Crisis Response Teams instead of armed law enforcement. She has spearheaded the launch of San Diego County's new Immigrant Legal Defense program to protect due process of law.

Currently, 4 people with lived expertise serve on the Advisory Board and offer diverse perspectives and creative actions for consideration. A Board representative from All of Us or None offers insight from people with lived expertise who were also formerly justice-involved.

In 2020-21, 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.

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.
● 	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 Addressing 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.

● The County of San Diego operates ConnectWellSD, a data system that connects various County data systems including Behavioral Health Services, Eligibility, Child Welfare Services, and Aging and Independence Services, among others for the purposes of delivering person-centered care coordination. In 2021, building on the successful legal and technology infrastructure developed by RTFH, ConnectWellSD initiated a project with 211 San Diego to receive select data elements from HMIS. It is used by County staff and County contractors many who are providing homeless services to better coordinate care and provide more person-centered service delivery.

Question 4

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is strengthening its **partnership, strategies, and resources** across:

Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])
Yes
Data Sharing Agreement Established

Physical and behavioral health care systems and resources
Yes
Data Sharing Agreement Established

Public health system and resources
Yes
Data Sharing Agreement Established

a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.
The CoC Advisory Board seats include staff from multiple entities including the County Health and Human Services, Housing and Community Development Services, Scripps Mercy Hospital, Hospital Association of

San Diego and Imperial Counties, Sharp Healthcare Foundation, VA, Family Health Centers, and Mental Health Systems. Members use the Board meetings to update homeless service providers on training, policy changes and resources, which strengthen partnerships in the jurisdiction.

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 uses 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 Health Care Plans operate in San Diego County under the umbrella of Healthy San Diego. RTFH works with the individual Plans to coordinate efforts as CalAIM is implemented, which will serve more people experiencing homelessness with housing-focused resources, including housing navigation, transportation, street-based medicine, transportation, etc. With the launch of the State Housing and Homelessness Incentive Program (HHIP) this year, RTFH provided data and technical assistance to Plans for their required Local Homelessness Plans, then convened the Plans to outline nearly $7 million in initial investments to house people and keep them housed. These investments were included in the Implementation Plans submitted to the State (DHCS) and align with HHAP outcome goals and the goals in the Regional Community Action Plan to Prevent and End Homelessness in San Diego.

The CoC leadership is active with HHSA's Whole Person Wellness Program. This program provides long term care coordination for homeless Medi-Cal recipients who are high utilizers of hospitals and emergency departments or have other high needs such as a serious mental illness, substance use or chronic physical health conditions. Whole Person Care is designed to improve the health of high-risk, high-utilizing patients through the coordinated delivery of physical health, behavioral health, housing support, food stability, and other critical community services.

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.
RTFH partnered with the County's Public Health Department during the pandemic to build a multi-pronged response to COVID for people experiencing homelessness. The response of the community was to share public health information with homeless service providers, distribute hygiene kits through outreach workers (funded by RTFH), and set up congregate shelters 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 began in 2017, as 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. A MOU with Public Health allows an alert in HMIS client records for tracking and tracing when needed. HMIS and public health cross reference of client records are initiated when alerts are needed to signal agencies staff to advise clients to contact public health for follow up or services. These strong partnerships that have been established continue for system-wide prevention and response protocols for infectious diseases, including teleconferences, health education, vaccine clinics and data sharing protocols.

The CoC also partners with County HHSA in designing and creating housing that accommodates individual households in separate units – a strategy that embraces multiple goals: protection against the spread of communicable disease; empowerment of clients in choosing housing types and neighborhoods sensitive to their cultural needs or preferences; safe, stable housing that mirrors other broader members of the community which reduces stigma and isolation, and enhances integration and potentially family reunification. Individual units offer privacy for addressing health, mental health and behavioral health needs without the challenges that are inherently linked to congregate shelters.

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 engage 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.

RTFH/County Coordination. RTFH and the County meet regularly to address shared initiatives. 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.
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 of 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, monitor performance, and to identify where services are needed. In 2022, RTFH released an in-depth data report on 2021 key system performance metrics. Recently, RTFH also published a community analysis dashboard to show stakeholders system wide performance for the entire HMIS system. Data quality is supported by RTFH's HMIS team through monitoring and training.

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

Question 5

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:
Modifying procurement processes
Ensuring those with lived experience have a role in program design, strategy development, and oversight
Developing workgroups and hosting training related to advancing equity

a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.
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 on Addressing Homelessness Among Black San Diegans (AHABSD) in July 2020. This Committee intentionally includes geographic, cultural and grassroots organization representation. AHABSD conducted quantitative and qualitative research through systematic data collection and analysis, policy review, participant surveys, and extensive community engagement. Since the establishment of the Committee, significant progress has been made in achieving the identified goals in previous HHAP applications. 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 September 2022, formed a Community Engagement Subcommittee Committee (CEC) and a Data group to champion key aspects of the work.

Additionally, when the Emergency Housing Voucher (EHV) program was implemented, the CoC Advisory Board recommended racial equity practices 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.

RTFH has not received back from HUD, however, the Center for Budget and Policy Priorities (CBPP) contacted RTFH to work with the CHBSD 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. In September 2022, the CoC published the Action Plan for Addressing Homelessness Among Black San Diegans and the committee is now working on implementation strategies.

The CoC also gathered input from diverse participants through eleven community sessions in unsheltered settings, a virtual meeting, a survey distributed by service agencies, and anonymous feedback solicitation through nine kiosks located across the region. Areas identified for action:
Educating consumers about how to access housing;
Unequal treatment by mainstream services;
Lack of access to crisis response in Black neighborhoods;
Need for cultural and linguistic competence in service agencies;
Limited opportunity for leadership by BIPOC persons with lived experience;
Stereo-typing of Blacks by case managers;
Limited understanding of the particular health and hygiene needs of POC;
Failure to abide by antidiscrimination and equal access rules;
Discrimination by law enforcement and justice systems;
General lack of concern/interest in listening to BIPOC consumers in program design.

Engaging Equity in Action and All of Us or None are developing guidance on the provision of direct services to address these issues. The CoC is encouraging providers furthering equality to use this data and the recommended actions adopted by the CoC and incorporated into the Regional Plan.
In addition, the CoC is promoting a person-centric approach that insists on listening and responding to client experiences and needs as valid concerns, centering the voices of persons with lived experience (PLE) in making program adjustments, addressing false narratives through active dialog with BIPOC, and creating agency consumer advisory boards; including a diversity of PLE in hiring and program operations; offering stipends or other supports (childcare, food, transportation) to reduce barriers to consumer participation; empowering clients and Black-led organizations through mentorship; and ensuring agencies fully inform all clients of their rights to access to housing, services, education and employment, and how to appeal decisions denying services or benefits.

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 an 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 sessions with providers, it has been reported 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.

The CoC is also committed to cross-sector and cross-system work with the YHDP collaboration. A Youth Consortium was developed to work with schools to build awareness of available CoC services and supports. The Joint projects provides data on the size, scope and nature of housing insecurity in youth and young adults, also providing information on who is undocumented or unaccompanied. Homeless youth often interface with education, probation and child welfare and workgroups have been established aimed to address the needs holistically. The San Diego Coordinated Community Plan Goal 8 strives to have a routine, consistent process for screening and identifying youth at risk of homelessness and use early warning signs that a youth is falling behind and may fail to graduate.
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.

Annual completion of the Racial Disparities Tool, Equal Access Self-Assessment and progress on actions in the commitment to further equity help gauge the region's progress on equity. Listening to voices who continue to be impacted as members of marginalized communities are important and the CoC is committed to implementing regular mechanisms for anonymous feedback protected from potential reprisal, such as the existing consumer kiosks, to address system or agency weaknesses.

Question 6

[50220.8(b)(3)(G)] My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

Physical and behavioral health care systems and managed care plan organizations
Yes, formal partnering

Public health system
Yes, formal partnering

Criminal legal system and system for supporting re-entry from incarceration
Yes, formal partnering

Child welfare system
Yes, formal partnering

Affordable housing funders and providers
Yes, formal partnering

Income support programs
Yes, formal partnering

Education system
Yes, formal partnering

Workforce and employment systems
Yes, formal partnering

Other (please specify)
No

a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings
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. A CoC Board Member from All of Us or None offers insight from persons with lived experience who were also formerly justice-involved.

RTFH partners with the County Health and Human Services Agency to address the needs of people receiving services through the County's integrated structure to prevent homelessness.. Examples include:
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.

RTFH partners with Live Well San Diego to collaborate with the Center for Employment Opportunities and All of Us or None, dedicated to securing jobs for people who have criminal records or are justice-involved. Partnering with justice systems, law enforcement and providers offering crisis response to periodically assess system effectiveness through meaningful cross-system data sharing.

RTFH funds providers who conduct client assessments to identify potential barriers to housing access and stability and to determine how to best overcome these barriers through a combination of education, coaching, and linkage to services and support. Staff work with clients to navigate systems including child welfare, child support and the justice system. The CoC has established educational assurance policies to help remedy school concerns for children and help navigate participation in multiple systems for families involved in child protection or justice and corrections. A Youth Consortium works with schools to build awareness of services and supports as youth often interface with education, probation and child welfare.

RTFH as the CoC lead, also funds SSI/SSDI Outreach Access, and Recovery (SOAR) program to certified anchor agencies in subregions with HHAP funds to provide critical income support to our system of care. SOAR connects clients, including those clients exiting institutions, with benefits or assists with the unemployment process. SOAR information and training is offered at Membership meetings and by anchor agencies. The benefits of SOAR are a quick approval, reduced denial rate, and appeals support to motivate agencies to engage SOAR for their clients.

People exiting institutions can also connect to housing and mainstream benefits through the City of San Diego Homelessness Response Center (HRC). Services including; CalWORKS enrollment, Cal Fresh, MediCal, General Relief programs, family services programs, local benefits, clothing and food resources. The CoC website provides information on how to access mainstream resources through local public and private or state resources.

Question 7

[50220.8(b)(3)(H)] 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.
System improvements to remove barriers to contracting with culturally specific service providers and administer culturally specific services specific to racial equity are outlined below, and follow recommendations made by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans.

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-3 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.

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:

● Strengthen coordination across stakeholders for greater impact
o Enhance the impact of the CoC including board, membership, and committees and ensure diverse representation across stakeholders.
o Enhance coordination across all public sector entities including County and Cities.
o Strengthen relationships, partnerships, and coordination across homeless services providers and public agencies.
o Enhance sub-regional infrastructure to better implement sub-regional strategies.
o Engage all cities in the region and align and coordinate city responses.
o Engage tribal nations in efforts to end homelessness among indigenous populations in the region.
o Increase partnerships with school districts and post-secondary institutions.
● Build equity and inclusion into system
o Advance equity in all decision making and system building.
o Adopt, and implement recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans.
o Center the voices of persons with lived experience in all aspects of policy-making, program design, and decision-making.
o Develop system protocols to compensate individuals with lived experience for participation and identify funds (both public and private) to sustain compensation strategy.
o Meet the needs of LGBTQ persons experiencing homelessness, particularly youth, throughout the system.
o Diversify homeless response system leadership and staff to be reflective of people experiencing homelessness.
● Enhance the capacity of the homeless services system
o Ensure all programs align with the CoC Community Standards.
o Support homeless services providers in building capacity through training, technical assistance, and learning collaboratives.
o Build the workforce to effectively provide homeless assistance, ensure adequate and sustained staffing, and reduce turnover.
o Incorporate the use of By Name Lists (BNL) to know every person by name and orient systems and funding based on needs.
o Improve the Coordinated Entry System and key components including access, assessment, prioritization, and referral. Incorporate a strong case conferencing component within CES and use of BNLs.
o Fully utilize 211's CIE to coordinate care across sectors.

The Plan sets out general goals, strategies, and actions. A companion implementation plan will include

measurable outcomes as well as strategy measures. 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) Strengthening the data quality of the recipient's Homeless Management Information System.
RTFH is the CoC HMIS Lead Agency for San Diego County supporting more than 60 providers and 1,300 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 HHAP funding. The additional State and Federal funding including the COVID Emergency Funding, Emergency SolutionsGrant-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 HHAP-4 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 training and refresher training for existing users. Focused training is 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 HHAP4 term and beyond.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.
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 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 providers 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 Addressing Homelessness Among Black San Diegans (AHABSD), which is making recommendations to reduce and eliminate disparities in the homeless service system and these recommendations will be prioritized for implementation.

(IV) Improving homeless point-in-time counts.
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 conducts 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 700 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 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 where 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.
●   Purchased socks and gift cards with funds acquired by fundraising and donations, and provided these items to individuals who were surveyed as a token of recognition for their count contribution. 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, other cities, Medi-Cal Managed Care Plans, 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) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-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.
Eliminating Racial Bias
According to the 2022 PITC, Black San Diegans make up 23% of the unsheltered population and 26% of the sheltered population, while only 6% of the County's general population.

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:
-Develop a data dashboard that specifically addresses equity.
-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.
-Training and education to solidify an understanding and shared commitment from frontline staff in regards to race equity, diversity, and inclusion.
-Membership of Black-led Organizations to increase connections
-Centering the voices of people with lived experience who are Black in decision-making
-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, 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 and incorporated in the Regional Community Action Plan to Prevent and End Homelessness in San Diego. 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 and house 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.
1.   Evidence of connection with the local homeless Coordinated Entry System.

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 on our website that addresses the CES workflow and describes how participants are prioritized. RTFH also supports our regional partners with project build outs, 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.

Question 8

*Responses to these questions are for informational purposes only.

What **information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

Information, Guidance, and Technical Assistance
Technical assistance related to achieving outcome goals

Alignment of Resources and Programs

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

Untitled
San Diego would benefit from tools for monitoring progress and adapting and/or pivoting strategies in order to achieve goals in the HHAP applications and meet State expectations. Services are generally delivered through subrecipient agreements that are difficult to adjust mid-course, and individual HHAP-funded programs may meet all of their targets with no corresponding system-level improvement. Understanding how the State will monitor and measure performance would help San Diego establish local practices to meet outcome goals.

Part IV. Funding Plan Strategic Intent Narrative

Question 1

Eligibe Use 1

Eligible Use Category Intended to be Supported with HHAP-4
1. Rapid rehousing

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
15.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
30.00%

Activities to be Supported with HHAP-4
RTFH is considering shallow subsidy support for the aging population and families and/or extending the length of rapid rehousing to 3 years. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

Eligibe Use 2

Eligible Use Category Intended to be Supported with HHAP-4
3. Street outreach

Approximate % of TOTAL HHAP-4 ALLOCATION   **Approximate % of TOTAL HHAP-4 ALLOCATION**

to be sed on this Eligible Use(%)
15.00%

to be used under this Eligible Use as part of the Youth Set Aside? (%)
20.00%

Activities to be Supported with HHAP-4
RTFH continues to support the entire region, including the City of San Diego and the County of San Diego in their outreach efforts. RTFH continues to fund a consultant to work with outreach teams to implement the outreach standards and ensure best practices are being utilized. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. RTFH has also submitted an application to the HUD Unsheltered NOFO and has identified HHAP funds to be leveraged with federal funding, should San Diego be selected as an awardee. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
Expansion of outreach activities was identified during planning sessions in 2017-18 with HEAP funding. RTFH utilized HEAP funding to expand outreach teams throughout the San Diego region and develop outreach standards. RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modifcation to Cal ICH as final funding plans are identified.

Eligibe Use 3

Eligible Use Category Intended to be Supported with HHAP-4
5. Systems support

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
20.00%

Activities to be Supported with HHAP-4
Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. RTFH has been providing

technical assistance to the 7 managed care plans in San Diego to support the Housing Homeless Incentive Program (HHIP). RTFH has also worked to release monthly data reports on the inflow and outflow of people experiencing homelessness. These efforts are not HUD funded but critical to our system efforts to prevent and end homelessness.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

Eligibe Use 4

Eligible Use Category Intended to be Supported with HHAP-4
7. Prevention and diversion

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
36.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
30.00%

Activities to be Supported with HHAP-4
These funds are identified under prevention and diversion: rental assistance and are utilized for the Regional Flexible Housing Pool which secures units in the private rental market to build a portfolio of units that supports more immediate and equitable access to housing. It also includes flexible funding for landlord mitigation and to eliminate barriers to housing such as credit checks, arrears, furniture, etc. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

Eligibe Use 5

Eligible Use Category Intended to be Supported with HHAP-4
10. Administrative (up to 7%)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
7.00%

Activities to be Supported with HHAP-4
RTFH will utilize the 7% for administrative costs to support the administration of these funds to the community.

Eligibe Use 6

Eligible Use Category Intended to be Supported with HHAP-4
7. Prevention and diversion

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
7.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
20.00%

Activities to be Supported with HHAP-4
RTFH funds Diversion activities including flexible funding to support Diversion activities. This also includes funding for Diversion Training and support to providers for implementation of program funding. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. This activity has also been identified in the managed care plans HHIP Investment Plan to DHCS. Funds will be utilized to expand the Resolution Strategies program which provides flexible funding to HHAP contracted providers to provide financial assistance within the Diversion Strategies to divert people from entering into homelessness or to quickly rehouse.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):

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 24.5% of people accessing services who are experiencing homelessness (per 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.

The outcome goals also include measures to reduce youth homelessness and homelessness among older adults. RTFH is using the Built for Zero methodology with youth and is extending stays in RRH from up to two years to up to three years as needed to retain housing and reduce returns to homelessness. To reduce first time homelessness among older adults, RTFH is considering shallow subsidies as one prevention strategy.

Help address racial inequities and other inequities in the jurisdiction's homelessness response system:

RTFH will 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 AdHoc 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 & 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 oppressive structures that silence and marginalize this population.

Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:
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 uses 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 Health Care Plans operate in San Diego County under the umbrella of Healthy San Diego. RTFH is working with the individual Plans to coordinate efforts as CalAIM is implemented, which will serve more people experiencing homelessness with housing-focused resources, including housing navigation, transportation, street-based medicine, transportation, etc. With the launch of the State Housing and Homelessness Incentive Program (HHIP) this year, RTFH provided data and technical assistance to Plans for their required Local Homelessness Plans, then convened the Plans to outline nearly $7 million in initial investments to house people and keep them housed. These investments were included in the Implementation Plans submitted to the State (DHCS) and align with HHAP outcome goals and the goals in the Regional Community Action Plan to Prevent and End Homelessness in San Diego.

Support increased exits to permanent housing among people experiencing homelessness:
San Diego will 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.
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.

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	Additional Notes
Population and Living Situations			
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	8427	PIT 2022	Person Count
# of People Who are **Sheltered** (ES, TH, SH)	4321	PIT 2022	Person Count
# of People Who are **Unsheltered**	4106	PIT 2022	Person Count
Household Composition			
# of Households **without Children**	29988	HMIS 01/01/2021 - 12/31/2021	Household Count
# of Households with **At Least 1 Adult & 1 Child**	3036	HMIS 01/01/2021 - 12/31/2021	Household Count
# of Households with **Only Children**	629	HMIS 01/01/2021 - 12/31/2021	Household Count
Sub Populations and Other Characteristics			
# of Adults Who are Experiencing **Chronic Homelessness**	10909	HDIS 01/01/2021 - 12/31/2021	Adult and Head of Household
# of Adults Who are Experiencing **Significant Mental Illness**	12321	HDIS 01/01/2021 - 12/31/2021	Person Count
# of Adults Who are Experiencing **Substance Abuse** Disorders	7281	HDIS 01/01/2021 - 12/31/2021	Person Count
# of Adults Who are **Veterans**	4946	HDIS 01/01/2021 - 12/31/2021	Person Count
# of Adults with **HIV/AIDS**	1004	HDIS 01/01/2021 - 12/31/2021	Person Count
# of Adults Who are **Survivors of Domestic Violence**	6392	HDIS 01/01/2021 - 12/31/2021	Person Count
# of **Unaccompanied Youth (under 25)**	3135	HMIS 01/01/2021 - 12/31/2021	Person Count
# of **Parenting Youth (under 25)**	338	HMIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Children of Parenting Youth**	578	HMIS 01/01/2021 - 12/31/2021	Person Count
Gender Demographics			
# of **Women/Girls**	15786	HDIS 01/01/2021 - 12/31/2021	Person Count
# of **Men/Boys**	23453	HDIS 01/01/2021 - 12/31/2021	Person Count

# of People Who are **Transgender**	175	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Gender Non-Conforming**	3	HDIS 01/01/2021 - 12/31/2021	Person Count
Ethnicity and Race Demographics			
# of People Who are **Hispanic/Latino**	12770	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Non-Hispanic/Non-Latino**	25576	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Black or African American**	9550	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Asian**	794	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **American Indian or Alaska Native**	806	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Native Hawaiian or Other Pacific Islander**	512	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **White**	24571	HDIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Multiple Races**	1517	HDIS 01/01/2021 - 12/31/2021	Person Count

If data is not available, please input N/A in the cell and explain why the data is not available below:

Table 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 (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Permanent Housing with Services	Day Shelter	Safe Haven	Services Only	Permanent Housing Housing only	Coordinated Entry	Other	Source(s) and Timeframe of Data	Additional Notes
Household Composition																
# of Households **without Children**	4106	2301	1858	7998	829	927	10640	1131	6424	105	9144	263	8542	67	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Household Count
# of Households with **At Least 1 Adult & 1 Child**	379	898	190	1131	123	384	316	21	1	0	622	38	556	0	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Household Count
# of Households with **Only Children**	4	22	10	167	10	107	324	0	21	0	91	0	26	0	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Household Count
Sub-Populations and Other Characteristics																
# of Adults Who are Experiencing **Chronic Homelessness**	1578	861	458	2820	385	22	4176	484	1536	72	2846	67	3429	18	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Adult and Head of Household
# of Adults Who are Experiencing **Significant Mental Illness**	1883	602	909	2635	508	214	4571	548	560	88	3886	84	4458	22	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of Adults Who are Experiencing **Substance Abuse** Disorders	775	216	1060	1849	225	36	2931	232	210	50	1642	14	2230	22	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of Adults Who are **Veterans**	1981	1214	626	610	34	330	575	218	531	65	1643	22	923	2	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of Adults with **HIV/AIDS**	282	30	155	288	16	8	188	25	13	4	321	0	216	2	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of Adults Who are **Survivors of Domestic Violence**	631	622	365	1824	159	183	1998	152	526	20	2049	36	2368	11	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of **Unaccompanied Youth (under 25)**	0	333	351	846	271	0	1069	0	531	1	1379	1	858	0	HMIS 01/01/2021 - 12/31/2021	Person Count
# of **Parenting Youth (under 25)**	0	145	30	99	17	0	27	0	2	0	154	0	93	0	HMIS 01/01/2021 - 12/31/2021	Person Count
# of People Who are **Children of Parenting Youth**	0	188	43	132	19	0	29	0	1	0	192	0	105	0	HMIS 01/01/2021 - 12/31/2021	Person Count
Gender Demographics																
# of **Women/Girls**	1995	2458	814	4800	411	1407	4447	446	2044	23	4624	205	4351	26	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of **Men/Boys**	3519	2883	1704	6929	532	1117	7275	750	4361	80	6669	203	5989	40	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of People Who are **Transgender**	28	24	12	48	7	6	51	7	30	1	73	2	58	0	HDIS 01/01/2021 - 12/31/2021 except Diversion source is HMIS	Person Count
# of People Who are **Gender Non-Conforming**	0	0	0	1	0	0	2	0	1	0	1	0	0	0	except Diversion source is HMIS	Person Count
Ethnicity and Race Demographics																
# of People Who are **Hispanic/Latino**	1291	1755	814	4139	333	1080	3455	298	1871	17	3608	120	3309	23	except Diversion source is HMIS	Person Count
# of People Who are **Non-Hispanic/Latino**	4239	3504	1704	7344	605	1400	7802	894	4536	87	7650	287	7019	44	except Diversion source is HMIS	Person Count
# of People Who are **Black or African American**	1629	1779	609	2698	259	610	2524	306	1766	14	2970	90	2624	15	except Diversion source is HMIS	Person Count
# of People Who are **Asian**	114	93	47	278	21	53	189	26	105	1	215	6	204	2	except Diversion source is HMIS	Person Count
# of People Who are **American Indian or Alaska Native**	97	87	51	281	21	25	284	22	170	1	241	13	235	2	except Diversion source is HMIS	Person Count
# of People Who are **Native Hawaiian or Other Pacific Islander**	76	93	29	191	4	35	129	18	73	1	142	5	143	0	except Diversion source is HMIS	Person Count
# of People Who are **White**	3333	2830	1677	7327	577	1464	7783	771	4059	86	6951	270	6562	43	except Diversion source is HMIS	Person Count
# of People Who are **Multiple Races**	266	275	84	402	44	125	395	46	233	1	550	21	453	5	except Diversion source is HMIS	Person Count

*If data is not available, please input N/A in the cell and explain why the data is not available below:

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

Funding Program *(choose from drop down options)*	Fiscal Year *(select all that apply)*	Total Amount Invested into Homelessness Interventions	# of Vouchers *(if applicable)*	Funding Source*	Intervention Types Supported with Funding *(select all that apply)*		Brief Description of Programming and Services Provided		Populations Served *(please "x" the appropriate population[s])*			
Continuum of Care Program (CoC) - via HUD	FY 2022-2023	$29,300,000		Federal Agency	Rental Assistance/Rapid Rehousing	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** *(please "x" all that apply)*		
					Permanent Supportive and Service-Enriched Housing					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
					Administrative Activities					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
					Systems Support Activities					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other *(please enter here)*
Round 1-Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	$ 7,159,449.72	N/A	State Agency	Outreach and Engagement	Systems Support Activities	HHAP Round 1 and 2 funding has been obligated to support best-practices in the following: Outreach and Engagement: RTFH funds street outreach teams throughout the San Diego region to expand services and develop outreach standards and mediation and conflict resolution; Rental assistance under prevention and diversion to support the Regional Flexible Housing Pool which secures units in the private rental market to build a portfolio of units that supports more immediate and equitable access to housing. It also includes flexible funding for landlord mitigation and to eliminate barriers to housing such as credit checks, arrears, furniture, etc.; RTFH funds Diversion activities including flexible funding to support Diversion activities. This also includes funding for Diversion Training and support to providers for implementation of program funding; RTFH has identified funding for system support activities to include HMIS and CES, racial equity work, and including people with lived experience.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** *(please "x" all that apply)*		
	FY 2022-2023	$ 2,336,214.96			Diversion and Homelessness Prevention	Administrative Activities				People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 647,431.68			Rental Assistance/Rapid Rehousing					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
	FY 2024-2025	$ 647,431.68										
	Total	$ 10,790,528.04								People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other *(please enter here)*
Round 2-Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	$ 4,493,005.44		State Agency	Outreach and Engagement	Systems Support Activities	HHAP Round 1 and 2 funding has been obligated to support best-practices in the following: Outreach and Engagement: RTFH funds street outreach teams throughout the San Diego region to expand services and develop outreach standards and mediation and conflict resolution; Rental assistance under prevention and diversion to support the Regional Flexible Housing Pool which secures units in the private rental market to build a portfolio of units that supports more immediate and equitable access to housing. It also includes flexible funding for landlord mitigation and to eliminate barriers to housing such as credit checks, arrears, furniture, etc.; RTFH funds Diversion activities including flexible funding to support Diversion activities. This also includes funding for Diversion Training and support to providers for implementation of program funding; RTFH has identified funding for system support activities to include HMIS and CES, racial equity work, and including people with lived experience.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** *(please "x" all that apply)*		
	FY 2023-2024	$ 306,341.28			Diversion and Homelessness Prevention	Administrative Activities				People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2024-2025	$ 306,341.28			Rental Assistance/Rapid Rehousing					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
	TOTAL	$ 5,105,688.00								People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other *(please enter here)*
Round 3-Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2024-2025	$ 3,733,956.00	N/A	State Agency	Outreach and Engagement	Systems Support Activities	HHAP Round 4 funding will be utilized to support best-practices and initiatives that are in alignment with the Regional Plan to Prevent and End Homelessness in San Diego.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2025-2026	$ 9,975,738.36			Diversion and Homelessness Prevention					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
					Rental Assistance/Rapid Rehousing					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other *(please enter here)*
	Total	$ 13,709,694.36			Administrative Activities							
Round 4-Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2026-2027	$ 11,201,870.32	N/A	State Agency	Outreach and Engagement	Systems Support Activities	HHAP Round 4 funding will be utilized to support best-practices and initiatives that are in alignment with the Regional Plan to Prevent and End Homelessness in San Diego.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**	Veterans	Parenting Youth
					Diversion and Homelessness Prevention					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
					Rental Assistance/Rapid Rehousing					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other *(please enter here)*
					Administrative Activities							

Table 4. Outcome Goals			

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.

Goal Statement:

By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[19,797]** total people accessing services who are experiencing homelessness annually, representing **[2,199] [fewer]** people and a **[10%] [reduction]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, and only update the fields in [brackets].

Goal Narrative: The number of people accessing services has increased annually since 2018. The San Diego region is taking action to reverse that trend and reduce the number of people accessing services by 10% from the 2021 baseline by 2025.

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	**Change as % of Baseline**	**Target Annual Estimate of # of people accessing services who are experiencing homelessness**
21,996	2,199 fewer people annually	10% reduction	19,797 people annually

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:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 24.5% of people accessing services who are experiencing homelessness (per 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.	Decrease the percentage of Black San Diegans experiencing homelessness from 24.5% to 20.5% by June 30, 2025. Percentage will be determined using HDIS data for Outcome 1a: Number of people who are Black served/Total number of people served.

Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.

Goal Statement:

By the end of the performance period, data for the **[San Diego City and County - CA-601]** will show **[3,983]** total people experiencing unsheltered homelessness daily, representing **[123] [fewer]** people and a **[3%] [reduction]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: 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. The San Diego region is committed to making more shelter beds available, deploying more resources to connect people directly from the street to housing, and reducing the number of people experiencing unsheltered homelessness by 3% from the 2021 baseline by 2025.

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	**Change as % of Baseline**	Target Daily Estimate of # of people experiencing unsheltered homelessness
4106	123 fewer people annually	3% reduction	3,983 people annually

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:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 22.6% of the people experiencing unsheltered homelessness. 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.	Reduce the percentage of Black San Diegans experiencing unsheltered homelessness from 22.6% to 18.6% by June 30, 2025. Percentage will be determined using Point in Time Count data collected in January 2025.

Goal Statement:

By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[11,667]** total people become newly homeless each year, representing **[486] [fewer]** people and a **[4%] [reduction]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: The number of people becoming newly homeless increased from 9,612 in 2021 to 12,153 in 2022. To address this effort, we are anticipating a 4% decrease due to an increase in prevention efforts including predictive analytics, upstream prevention efforts and senior rental subsidy programs.

Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
12,153	486 fewer people annually	4% reduction	11,667 people annually
Describe Your Related Goals for			
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:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*		
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: 1953 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)	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, 2025. Performance will be measured using HMIS system data for first time homeless into shelters and permanent housing projects.		

Outcome Goal #3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement:

By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[4,953]** total people people exiting homelessness into permanent housing annually, representing **[495] [more]** people and a **[11%] [increase]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: The number of people exiting homelessness into permanent housing decreased from 4,531 in 2021 to 4,458 in 2022. To address this effort, we are anticipating a 11% increase in permanent housing placements due to an increase in housing resources including the flexible housing pool.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent
4,458	495 more people annually	11% increase	4,953 people annually

Describe Your Related Goals for	
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:	**Describe the trackable data goal(s) related to this Outcome Goal:** *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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, however, the percentage exiting to permanent housing has declined. 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.	Increase percentage of Black San Diegans exiting homelessness to permanent housing from 26% to 30% by June 30, 2025.

Outcome Goal #4. Reducing the length of time persons remain homeless.

Goal Statement:

By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[129]** days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing **[3] [fewer]** days and a **[2%] [reduction]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: The length of time persons remain homeless has increased from 118 days in 2021 to 132 days in 2022. To address this effort, we are anticipating a 2.5% reduction of 3 days due to an increase in housing resources including expanded outreach, flexible housing pool and diversion efforts.

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	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of Days	Change as % of Baseline	Target 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
132	3 fewer days annually	2% reduction	129 days
Describe Your Related Goals for			

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:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 has increased by 14 days from 118 days to 132 days. During the same period, the average number of days Black San Diegans experienced homelessness increased from 143 days to 146 days. The San Diego region aims to reduce the number of days Black San Diegans experience homelessness by 14 days (9.8%) by June 30, 2025.	Decrease the length of time Black San Diegans remain homeless from 146 days to 132 days by June 30, 2025.

Outcome Goal #5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement:
By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[7%]** of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing **[0] [change]** people and a **[0%] [change]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: The number of persons that return to homelessness within two years after exiting to permanent housing has decreased from 11% in 2021 to 7% in 2022. This significant decrease is due to increased diversion efforts, housing stability efforts and upstream prevention. Due to this, our goal is to remain at the 7% metric.

Baseline Data: % of people who return to homelessness within 2 years after having exited homelessness to permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		Target % of people who return to homelessness wihtin 2 years after having
	Change in % of People	Change as % of Baseline	
7%	0	0	7% of people annually

Describe Your Related Goals for		

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:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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, 2025.

Outcome Goal #6. Increasing successful placements from street outreach.

Goal Statement:
By the end of the performance period, HDIS data for the **[San Diego City and County - CA-601]** will show **[1,961]** total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing **[383] [more]** people and a **[24%] [increase]** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative: Successful placements from street outreach decreased from 1,961 in 2021 to 1,578 in 2022. To address this effort, we are anticipating a 24% increase in successful placements due to more robust outreach efforts and increased staffing of outreach teams.

Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	**Change as % of Baseline**	**Target Annual Estimate of # of people served in street outreach projects who exit**
1,578	383 more people annually	24% increase	1,961 people annually

Describe Your Related Goals for	
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:	**Describe the trackable data goal(s) related to this Outcome Goal:** *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 22.6% of the people experiencing unsheltered 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.	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, 2025.

Table 5. Strategies to Achieve Outcome Goals	
Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Description	
Increase Access to Housing: 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.	
Timeframe	
By June 30, 2025	
Entities with Lead Responsibilities	
Regional Task Force on Homelessness (RTFH)	
Measurable Targets	
Increase the number of units available through Brilliant Corners for	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Description	

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.

Timeframe

By June 30, 2025

Entities with Lead Responsibilities

RTFH, City of San Diego, County of San Diego, providers

Measurable Targets

The number of outreach workers to be funded will be determined after an

---

Strategy

Performance Measure to Be Impacted (Check all that apply.)

Description

Housing Retention and Tenancy Supports: 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.

Timeframe

By June 30, 2025

Entities with Lead Responsibilities

RTFH, County of San Diego, City of San Diego

Measurable Targets

Types of resources and number of positions to be supported to be

---

Strategy

Performance Measure to Be Impacted (Check all that apply.)

Description
Prevention and Diversion Services: 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.

Timeframe
By June 30, 2025

Entities with Lead Responsibilities
RTFH, County of San Diego, City of San Diego

Measurable Targets
The number of people to be served will be determined in an RFP process.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
Racial Equity: 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 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 AdHoc 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 & 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 oppressive structures that silence and marginalize this population.	

Timeframe	
By June 30, 2025	
Entities with Lead Responsibilities	
RTFH, Ad Hoc Committee Addressing Homelessness Among Black San	
Measurable Targets	
To be determined in collaboration with the Ad Hoc Committee on	

Table 6. Funding Plan Strategic Intent

Eligible Use Category Intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be sed on this Eligible Use (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is this a strategic use of HHAP 4 resources that will address needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
10. Administrative (up to 7%)	7%		RTFH will utilize the 7% for administrative costs to support the administration of these funds to the community		
5. Systems support	20%		Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. RTFH has been providing technical assistance to the 7 managed care plans in San Diego to support the Housing Homeless Incentive Program (HHIP). RTFH has also worked to release monthly data reports on the inflow and outflow of people experiencing homelessness. These efforts are not HUD funded but critical to our system efforts to prevent and end homelessness.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.
3. Street outreach	15%	2%	RTFH continues to support the entire region, including the City of San Diego and the County of San Diego in their outreach efforts. RTFH continues to fund a consultant to work with outreach teams to implement the outreach standards and ensure best practices are being utilized. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. RTFH has also submitted an application to the HUD Unsheltered NOFO and has identified HHAP funds to be leveraged with federal funding, should San Diego be selected as an awardee. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.	Expansion of outreach activities was identified during planning sessions in 2017-18 with HEAP funding. RTFH utilized HEAP funding to expand outreach teams throughout the San Diego region and develop outreach standards. RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modifcation to Cal ICH as final funding plans are identified.
1. Rapid rehousing	15%	2%	RTFH is considering shallow subsidy support for aging population and families and/or extending the length of rapid rehousing to 3 years. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.

7. Prevention and diversion	7%	3%	RTFH funds Diversion activities including flexible funding to support Diversion activities. This also includes funding for Diversion Training and support to providers for implementation of program funding. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. This activity has also been identified in the managed care plans HHIP Investment Plan to DHCS. Funds will be utilized to expand the Resolution Strategies program which provides flexible funding to HHAP contracted providers to provide financial assistance within the Diversion Strategies to divert people from entering into homelessness or to quickly rehouse.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.
7. Prevention and diversion	36%	3%	These funds are identified under prevention and diversion: rental assistance and are utilized for the Regional Flexible Housing Pool which secures units in the private rental market to build a portfolio of units that supports more immediate and equitable access to housing. It also includes flexible funding for landlord mitigation and to eliminate barriers to housing such as credit checks, arrears, furniture, etc. RTFH leverages the HUD CoC Youth funding with HHAP funding to meet gaps for rental assistance. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to ensure all state, local, and federal funding is aligned.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experience. Funding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.	RTFH released the San Diego Regional Plan to Prevent and End Homelessness which incorporates federal, state, and local plans. Funding will be used to build capacity and implement strategies grounded in the regional plan, specifically focusing on racial equity and people with lived experienceFunding will be aligned with the people goals, outcome goals, and strategies identified in the regional plan. RTFH was recently awarded a $5M grant from the Bezos Day 1 Family Fund and has also submitted an application for the HUD Unsheltered NOFO and has identified HHAP funding to be leveraged for permanent housing. Contracts with current subrecipients ends June 30, 2023. RTFH will utilize the Regional Plan to to identify service gaps and funding needs and will identify additional opportunities for new/expanding applications and the potential of an RFP to esnure all state, local, and federal funding is aligned. RTFH will submit a budget modification to Cal ICH as final funding plans are identified.
Total:	**100%**	**10%**			

Table 7. Demonstrated Need

Complete ONLY if you selected Interim Housing/Congregate/Non-Congregate Shelter as an activity on the Funding Plans tab.

Demonstrated Need	
# of available shelter beds	*[Enter #]*
# of people experiencing unsheltered homelessness in the homeless point-in-time count	*[Enter #]*
Shelter vacancy rate (%) in the summer months	*[Enter %]*
Shelter vacancy rate (%) in the winter months	*[Enter %]*
% of exits from emergency shelters to permanent housing solutions	*[Enter %]*
Describe plan to connect residents to permanent housing.	