



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

San Diego City and County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

San Diego City and County CoC Region

San Diego City and County CoC

CA-601 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-601 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Chief Operating Officer

Name

Lahela Mattox

Email

Phone

lahela.mattox@rtfhsd.org

(916) 968-8443

City of San Diego

San Diego Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Diego Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Interim Deputy Director

Name

Kim Zolghadri

Email

kzolghadri@sandiego.gov

Phone

(619) 798-1534

San Diego County

San Diego County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Diego County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Director, Department of Homeless Solutions and Equitable Communities - Office of Homeless Solutions

Name

Dijana Beck

Email

dijana.beck@sdcountry.ca.gov

Phone

(619) 855-7290

Number of Contracts

3

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - Outreach and site coordination;
 - Siting and use of available land;
 - Development of interim and permanent housing options; and
 - Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
Regional Task Force on Homelessness (RTFH)	RTFH is not a direct service provider. As the CoC, RTFH deploys State, Federal, and philanthropic funding throughout the San Diego region, to providers who deploy resources that engage people experiencing homelessness and connect people directly from street to housing, to reduce the number of people experiencing unsheltered homelessness. As the County and the City have expanded their focus on Outreach, RTFH has pivoted from funding general street outreach to Diversion focused outreach. As the number of people experiencing first time homelessness continues to increase, as well as the number of days people are experiencing homelessness, RTFH utilizes the HHAP funding to fund Outreach teams that are focused on Diversion. RTFH defines diversion as an intentional problem-solving conversation with people who are currently experiencing homelessness and have the resources to rapidly resolve their homelessness. RTFH also provides a source of flexible funding, known as Resolution Strategies for households that can rapidly resolve their homelessness with brief, one-time financial support. The role of the CoC is also to be a convener and provide education on best-practices. RTFH has contracted with Iain DeJong, founder and CEO of OrgCode, an internationally recognized expert in Street Outreach. Since 2018, Iain DeJong has worked with front line workers, people with lived experience, and funders in San Diego to develop and implement 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. Iain provides ongoing support to front-line staff and continues to work with leaders across the San Diego region to utilize best-practices and transform our system. RTFH will continue to support a systemic, coordinated, and comprehensive outreach, which include supporting more than 300 outreach workers and over 88 outreach programs in HMIS.

RTFH also employs an Outreach Coordinator and local government liaison to support coordinated local and regional outreach efforts and co-hosts a quarterly meeting with outreach teams and other stakeholders, known as R-HOM. RTFH, the County, and the City continue to coordinate to actively engage the riverbed, Caltrans property and remote rural areas of encampments, ensuring people are being included in HMIS and when appropriate to CES. Central areas are walked daily by teams that work from a by name list with the goal of getting their clients housing ready. In all areas of the region, providers and other stakeholders from 20+ CoC programs hold coordinated 3-day events with an advertised base of operations where resources and services can be accessed.

RTFH has also invested in technology and transportation to enhance outreach coordination and document where people are being engaged and locations of encampments. In October, RTFH also implemented a requirement in HMIS to include the zip code for where people experiencing homelessness are engaged. Prior to this implementation, people were identified by the zip code of the service provider, which may or may not be in the area in which someone is identified. This will assist our community in having more specific location data and deploying more targeted resources to those areas. Investments will be made in areas of need throughout the county where existing funding may be expiring and other revenue sources are unavailable. Lastly, RTFH will increase flexible funding to address urgent needs of those experiencing homelessness to divert them away from the system or to shorten their episodes of homelessness.

RTFH, as the CoC, provides substantial training and support for outreach teams, including Homeless Outreach Training requirements, Ethics and Boundaries in Street Outreach, San Diego Intro to Assertive Engagement, SMARTER Goal Setting San Diego, Street Outreach Personal Safety Considerations, Motivational Interviewing, Critical Time Interventions, Trauma Informed Care, Harm Reduction, Peer support, and assertive engagement. RTFH also consults with people with lived and living experience to problem solve and build trust in the community. RTFH encourages providers to engage people with lived experience in hiring and preferred in reviewing requests for funding and support.

By assigning teams geographically, with repeating routes, CoC ensures that all persons are identified and engaged. Public

libraries have trained staff skilled in helping people to access the homeless emergency response system and resources. When ready to engage customized assessment questions quickly link people to appropriate resources and Outreach provide transportation as needed. For those with barrier such as aging, mobility and health issues, hearing and vision, pets or concerns for partners or family members a team will offer housing assessment, SUD screenings, street medicine, behavioral health, crisis intervention, health education, vaccinations, IDs, VA, SSI, nursing facilities, safe parking, family reunification, and MediCal.

Each year, RTFH hosts numerous listening sessions with the community, frontline staff and people with lived experience and collects recommendations on what the highest severe services needs are. These recommendations are incorporated into the Regional Plan and all training and engagements where appropriate. Last year, RTFH brought Jeff Olivet, Executive Director of USICH to San Diego to engage directly with the community, including a town hall with City Councilmembers. RTFH has also contracted with International expert, Iain DeJong, President of OrgCode since 2018, to actively support the San Diego region in establishing and implementing outreach standards. The CoC's Ad Hoc Committee on Health and Homelessness is also working on recommending clear pathways between outreach workers and healthcare systems (including hospitals, primary care, behavioral health, public health, and social services) to prevent discharges into homelessness.

RTFH is also working in collaboration with Iain to develop an Integrated Care Hub. This involves developing a robust policy and action document that outlines a meaningful, person-centered, housing-focused approach to encampments that weaves in an understanding of practical harm reduction. A working group was established to work on this effort that includes representation from people with lived or living experience, local government, providers, managed care plans, and other stakeholders.

Lastly, RTFH, Iain DeJong and Think Dignity are developing and implementing an ID Bank in San Diego. This is an approach to safely storing original copies of vital documents for people experiencing homelessness or housing instability. The purpose of the ID Bank is to provide further assistance with securing appropriate documents in the community, but more importantly, reduce the number of instances in which people experiencing homelessness lose, misplace or have their vital documents stolen which impedes access to housing or other government services in many instances.

County of San Diego

The County of San Diego (County) partners with cities and homeless outreach stakeholders countywide to provide outreach in a coordinated fashion. The County's Department of Homeless Solutions and Equitable Communities-Office of Homeless

Solutions (HSEC-OHS) leads outreach in the vast unincorporated communities in the San Diego region and partners with 18 local city jurisdictions and homelessness service providers, including non-profits and faith-based organizations. HSEC-OHS provides a coordinated response via multi-disciplinary teams that provide services that include behavioral health, public health, public safety (including law enforcement and public defender services), access to public benefits, temporary and permanent housing and other resources. HSEC-OHS partners with Caltrans for outreach on state right-a-ways, with the Metropolitan Transit District and the North County Transit District for outreach in their corridors. The HSEC-OHS regional outreach team provides direct access in the field to self-sufficiency benefits such as CalFresh, CalWORKs, Medi-Cal, General Relief, and Cash Assistance Program for Immigrants (CAPI) and has embedded self-sufficiency staff in places such as homeless shelters, navigation centers, resource centers, school districts, and with community partners. In the unincorporated communities, where the County's HSEC-OHS team leads the outreach, emergency housing resources are also provided. The County's Regional Homeless Assistance Program (RHAP) is a scattered-site hotel/motel emergency housing program that provides shelter, case management, and pathways to permanent housing for people experiencing homelessness in the unincorporated areas of the county. The County also administers local rental subsidies as an exit from emergency housing to permanent housing options for those in the unincorporated areas.

The County partners with local service providers and jurisdictions in providing specialized and coordinated outreach events at various sites. The County's Public Defender, District Attorney, Assessors, Register of Voters, Self-Sufficiency Services, and HSEC-OHS teams collaborate on a bi-weekly homeless pop-up court and resource fair. This event also includes the Department of Motor Vehicles, Social Security, as well as many homeless service providers and is designed to immediately remove legal barriers, enroll and link individuals to services and provide emergency and permanent housing options. During these events, legal services and resources are provided by the Legal Aid Society of San Diego, the San Diego City Attorney's Office, Probation Department, Superior Court, Department of Children and Family Wellbeing, and the District Attorney and Public Defender. The Employment Development Department Workforce Services and the Department of Rehabilitation provide job preparedness and support for individuals. Humanity Showers have been added to support the dignity of those experiencing homelessness at the locations. The County's Behavioral Health Services (BHS) also provides outreach focused on enrolling people experiencing homelessness into BHS continuum of care. These teams join coordinated outreach events countywide and provide connections to BHS services.

Lastly, the County's BHS began providing street outreach for individuals experiencing homelessness who had mental health issues in the mid-1980s. Service design evolved over the decades to expand the population of focus to include individuals with substance use disorders and serious mental illness. In 2021, the BHS outreach design evolved again to include countywide outreach services funded through the Mental Health Services Act and Projects for Assistance in Transition from Homelessness.

City of San Diego

The City's Coordinated Street Outreach Program was developed to provide a centralized and streamlined approach to street outreach while distributing and balancing resources based on need to serve the entire City. The City of San Diego has several types of street-based outreach teams operating on a daily basis within the City's jurisdiction. The outreach teams include:

- Coordinated Street Outreach Program
- Bridge Shelter Outreach Teams
- SafeTAY Network Outreach Program with a focus on serving youth experiencing unsheltered homelessness
- Caltrans partnership to assist those residing along state property and roadways
- Downtown Homeless Outreach and Family Reunification Program

The Coordinated Street Outreach Program also conducts focused outreach events two weeks each month in areas identified as having large congregations of people experiencing homelessness. During the multi-agency events, outreach teams canvass an area to engage unsheltered individuals and connect them to supportive services. Access to case management, health education, public benefits, mental health and substance abuse treatment, primary care referrals, and access to hygiene kits, transportation, and essentials are all offered to people in the area.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

The HHAP-5's Regionally Coordinated Homelessness Action Plan incorporates the different plans established by RTFH (as the CoC), the City of San Diego and County of San Diego. RTFH has established the Regional Community Action Plan to Prevent and End Homelessness in San Diego, the City of San Diego has the Community Action Plan on Homelessness, and the County of San Diego has drafted the Homelessness Solutions and Prevention Action Plan. Although the three plans are published separately, they are the products of our collaboration to end homelessness for the region of San Diego.

Together, the County, RTFH and the City collaboratively work toward reducing the number of people experiencing homelessness in the region as well as reducing the number of people entering homelessness each year. San Diego County encompasses an area of 4,526 square miles with a population of over 3.2 million. Coordination of outreach efforts are required to ensure effective alignment and leveraging of resources to support consistent, system-wide best practice in outreach services. The County, City and RTFH coordinate efforts with the 18 other city jurisdictions and local service providers to work toward

solutions that are data driven and ensure the broadest reach. The City’s Coordinated Street Outreach Program was developed to provide a streamlined approach to street outreach in the City of San Diego and allow for easier coordination amongst agencies including RTFH and the County of San Diego. RTFH convenes meetings with multiple partners and organizations throughout the region including an Intergovernmental Roundtable, Tribal Consultation, and a sub-regional planning committee that includes mayors and city managers, to provide current information updates and a forum to share successes and challenges in addressing homelessness, and to identify solutions that can be replicated throughout the region. RTFH supports outreach efforts by providing a consultant to work with outreach teams and individual cities to implement the community wide outreach standards and ensure best practices are used in the field. The County and RTFH jointly facilitate outreach convenings to highlight best practices and operationalize the ‘San Diego Continuum of Care Street Outreach Standards’, a guide to outreach standards across providers. They jointly facilitate a regional collaboration of stakeholders to end homelessness in the southern region of the county and alongside the County participate in subregional meetings in north and east counties. One recent example of coordinated efforts is the Encampment Resolution Grant that the County and the City have partnered on with the City of Santee, to address a string of encampments along the San Diego riverbed. The RTFH is supporting this effort through project setup and data collection through the Homeless Management Information System (HMIS). The County and City are working together to develop By-Name Lists and conduct ongoing outreach to assist identified people with linkage to housing options and connection to additional resources and benefits.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
Regional Task Force on Homelessness (RTFH)	<p>RTFH does not have a direct role in land use and development and rely on our partnership with the City, the County and San Diego cities to deploy resources to support these efforts. RTFH has made a variety of investments, such as utilizing Homeless Emergency Aid Program funds to support the first Safe Parking program in Encinitas, operated by Jewish Family Services and to expand Dreams for Change Safe Parking program. RTFH has continued to fund these programs with HHAP. Additionally, RTFH has provided flexible funding, known as Resolution Strategies (https://www.rtfhsd.org/funding/grant-recipients/), to service providers of safe parking programs to engage in Diversion strategies and provide flexible funding to quickly re-house someone. RTFH has also made intentional investments into public safe parking programs by engaging in jurisdictions and service providers to decrease the number of the unsheltered population. RTFH has engaged with several providers to open additional safe parking projects with Diversion practices to support persons experiencing homelessness to stabilize and transition into permanent housing. RTFH will continue to support the County, the City of San Diego, and other San Diego cities to create or expand safe sheltering options that utilize successful best practices to meet the rising need for people living in vehicles.</p> <p>RTFH will continue to support capital projects that establish or increase permanent housing units in the San Diego region when funding allows. RTFH will leverage resources to fund and support development of permanent housing units for the community. Project HomeKey is an example, where RTFH has leveraged</p>

HHAP funds (in conjunction with the City and the County) to provide 1.1M for the acquisition and rehabilitation of a property for a much needed, new permanent supportive housing units to the region's housing inventory, of which 40 units will be dedicated to the homeless youth. In 2020, RTFH also contributed 1M for San Diego's first Project HomeKey. Most recently, RTFH awarded 1M to a local developer for the acquisition and rehab of a property housing severely low income individuals and families to avoid the property being sold, torn down, and developed into higher rent units. This acquisition will retain the original 9 units and add an additional 9 units. The developer has committed to keep these units dedicated to the homeless response system and has partnered with RTFH and Brilliant Corners to include these units in the CoC's Regional Flexible Housing People (<https://www.rtfhsd.org/funding/initiatives/>), ensuring people who are experiencing homelessness have access to these units.

County of San Diego

Over the past several years, the County of San Diego Board of Supervisors (Board) has made significant investments and approved projects which allow for affordable housing to be developed on surplus land owned by the County. While the County predominantly focuses on land use policies in the unincorporated communities, County Board Policy A-128 (<https://files.amlegal.com/pdf/files/SanDiegoCo/BoardPolicy/A-128.pdf>) devotes an entire section to the use of County surplus land to meet regional affordable housing needs. It further states that, "When possible, property identified for future development of affordable housing or other County uses shall be considered for a temporary or interim use that will serve the population of people who are experiencing homelessness within the county." The Board has identified 11 surplus County-owned properties to be transformed into affordable housing. These properties will serve families, seniors, Veterans, unsheltered people, and people with disabilities. Three of these projects are under construction, six projects are in the process of securing funding, and Requests for Proposals for two sites scheduled for release in 2024. In addition to sites already identified for interim use as temporary housing and shelters, the County will continue to identify locations that can be used for this purpose. Additionally, the County works to ensure our projects are aligned with Appendix P of the California Building Code which covers Emergency Housing. This plan led to the opening of the County's first Safe Parking program in the unincorporated community of East San Diego County, and other sites underway are anticipated to be operational by 2025. The County is also actively investigating a Safe Recreational Vehicle Camping site on surplus County land and collaborating with Caltrans and the State of Washington Department of General Services on the planning of new emergency housing located on Caltrans property. Through its Capitol Emergency Housing Solutions Grant program, the County has also collaborated with the City of San Diego in providing over \$8 million in funding to help support the building of five shelter programs within the City and another

\$8 million to support expansion of shelter programs in other jurisdictions.

City of San Diego

To address the housing and homelessness crisis and allow for more homes that San Diegans of all income levels can afford in all communities, the City of San Diego has progressively implemented programs, policies, incentives, and funding to accelerate housing production and increase the supply of affordable housing. The City has continually updated its community plans and zoning regulations to remove barriers to the production of more homes. On January 11, 2023, Mayor Todd Gloria issued Executive Order No. 2023-1 to take immediate steps to reduce the permit backlog, fill vacancies, and streamline the permitting process to increase the supply of new affordable developments. The Executive Order specifically requires City departments to conduct and conclude all reviews required for 100 percent affordable housing projects and to issue all appropriate approvals or requests for corrections for such projects within 30 business days following the project deemed complete date. Full details of the Executive Order can be viewed here: <https://www.sandiego.gov/sites/default/files/executive-order-2023-1.pdf>.

In February 2022, the City of San Diego adopted the Housing Action Package 1.0 which included new programs and code revisions to incentivize construction of new homes at all income levels. In December 2023, the San Diego City Council approved Mayor Todd Gloria's Housing Action Package 2.0 which includes amendments to the Land Development Code to preserve existing affordable homes and encourage the construction of more new homes, with new protections for the City's most vulnerable community members. This includes people experiencing or at risk of homelessness, people with disabilities and seniors. The package of amendments also includes incentives for homes for students and in areas with greater access to jobs and high-performing schools. In addition, the housing action package provides public agencies greater flexibility in developing homes on publicly owned land by increasing allowed densities and allowing affordable home developments on premises zoned as commercial or residential. Full details on the Housing Action Package 2.0 can be found here: <https://www.sandiego.gov/planning/work/housing-action-package>.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

The HHAP-5's Regionally Coordinated Homelessness Action Plan incorporates the different plans established by RTFH (as the CoC), the City of San Diego and County of San Diego. RTFH has established

the Regional Community Action Plan to Prevent and End Homelessness in San Diego, the City of San Diego has the Community Action Plan on Homelessness, and the County of San Diego has drafted the Homelessness Solutions and Prevention Action Plan. Although the three plans are published separately, they are the products of our collaboration to end homelessness for the region of San Diego.

The San Diego region continues to work with its local, state, and federal partners to explore opportunities to utilize available land to expand homelessness services in the region and reform and implement policies that expedite the development of temporary emergency shelters and housing projects for individuals experiencing or at-risk of homelessness.

In October of 2022, the San Diego County Board of Supervisors and the San Diego City Council met for the first time in more than 20 years in a joint Housing Summit. This collaboration resulted in a resolution (#22-145) by the City and the County to support the building of 10,000 additional more affordable housing units in the region by 2030, with an emphasis on building affordable units on government-owned land. Both the City and the County have been designated as Prohousing jurisdictions. The County land also includes land within 18 city jurisdictions and the County works with those jurisdictions for reuse of the properties. A partnership between the San Diego Housing Commission, the City of San Diego, County of San Diego and the Regional Task Force on Homelessness has begun to secure four additional Homekey projects. In May of 2023, the County Board of Supervisors approved \$32,000,000 in combined American Rescue Plan Act (ARPA) and Behavioral Health Impact Fund (BHIF) funding to be reserved for the County’s capital contribution for the four Homekey developments.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
Regional Task Force on Homelessness (RTFH)	<p>While our partners at the City and County focus on interim housing, RTFH continues to focus on exits to permanent housing and long-term sustainability. RTFH utilizes funding and resources to increase housing stock and technical assistance to cities, providers, and other stakeholders on best-practices. RTFH is focused on both increasing exits to permanent housing and housing retention, as nearly 25% of households return to homelessness after 2 years. RTFH supports the region to implement system level best-practices by providing funding to proven models that can be scaled up and expanded across the region. RTFH has focused on a number of initiatives to achieve this such as: The Flexible Housing Pool, Shared Housing and Master Leasing, and extending CoC funded Rapid Rehousing to 18-24 months.</p> <p>RTFH established the San Diego Regional Flexible Housing Pool (FHP) (https://www.rtfhsd.org/funding/initiatives/) in July 2020 and contracted with Brilliant Corners as the operator. RTFH is the primary funder of the FHP. There have been one time contributions from the County and the Managed Care Plans. The San Diego FHP was intentionally designed to include flexible funding to support immediate lease-ups and have dedicated trained staff whose focus is to recruit and support landlords, secure rental units to create a local housing portfolio, match participants to available rental units, provide financial supports to reduce barriers to access housing, and provide ongoing housing tenancy services to support housing stability. The FHP consists</p>

of housing acquisition specialists, whose dedicated roles are to scout for all units for all programs for all people and not for any one participant or program. The FHP is designed to secure individual units and blocks of units and take them off the rental market immediately by paying rent on the unit until a tenant is identified. Rent is paid utilizing a holding agreement, which eliminates the need for new deposits on the units and leases are in the tenant's names; taking units off the market reduces barriers and provides for more immediate access to housing. This allows these units to be dedicated for homeless individuals and families instead of competing against all other rental applicants; and the FHP has a risk mitigation for landlords, if a tenant needs to vacate the unit, the rent is paid until another tenant is found. FHP will continue to increase the number of units for Veterans, youth, families and older adults who have rental subsidies. The FHP has had a 96% retention rate after 12 months, which is significantly higher than the national average. As mentioned previously, in San Diego, our returns to homelessness after 2 years is 25-28%. We have a goal to begin reducing this number. We now have participants who have been housed through the FHP for more than 2 years and will begin to look at our retention rates. The FHP is also designed to provide tenant support in phases I 1-12 months; II is 12-18 months; and III is 18-30 months, by which those units "sunset" and are considered successful long-term housing. Through September 2023, the FHP secured 672 units and housed 660 households. Brilliant Corners has been contracted for 140 new units each year and has well exceeded that goal. RTFH will also continue to support efforts with community partners to build a shared housing system in San Diego. Although shared housing and master leasing is an effective model, successful implementation in San Diego has been challenging. Providers, people with lived or living experience, landlords, and other stakeholders have provided feedback that while there is interest in shared housing, securing landlords and finding people willing to live together can be a challenge. RTFH has contracted with Kris Freed, a national expert on Shared Housing and Master Leasing to support providers and cities in the San Diego region to establish an effective model. RTFH has also partnered with Townspeople who has worked on an app to support shared housing matches to integrate the app with HMIS. RTFH will look to expand these efforts.

In addition to increasing exits to permanent housing, RTFH is focused on reducing the returns to homelessness. RTFH is focusing on the under utilization of CoC funded Rapid Rehousing programs. RTFH has identified a combination of factors by which CoC funded RRH programs are not fully utilizing rental assistance. This is due to stagnant federal funding for supportive services and the inability to adjust the number of people served to align with rising costs of rents. RTFH is utilizing HHAP funding to extend RRH programs from less than 12 months of rental assistance to 18-24 months of rental assistance, especially with

families. With low housing stock and being one of the most expensive places to live, households need more than 6-12 months of rental assistance to stabilize.

Lastly, RTFH supports system level impact by not only funding the work but also investing in the support of best practices through the establishment of standards and learning collaboratives, for Rapid Rehousing, Diversion, and Outreach. This work is critical to support system strategies.

In this last year, the CoC Ad Hoc Committee on Aging and Homelessness worked to identify the need for shallow subsidies, specifically for older adults. The work of RTFH and the Committee, specifically partnering with Serving Seniors, brought forth the approval of funding by both the County and the City of San Diego who launched a shallow subsidy program in 2023.

County of San Diego

In 2020, Regional Homeless Assistance Program (RHAP) was launched as the County's emergency housing program serving people experiencing homelessness in the unincorporated communities where County is the primary jurisdiction. Prior to this, the County did not have any emergency housing programs serving the communities in the unincorporated areas which have experienced an increased need, particularly due to hard-to-reach encampments in the rural pockets of the region. The program serves people experiencing homelessness in these communities through the scattered-site emergency shelter program which leverages local hotels/motels coupled with case management and housing navigation with the goal of moving individuals into permanent housing solutions. Since its inception, the program has placed over 400 households (38%) into successful housing options through housing navigation and case management. The program supports individuals through credit reference and repair, needs assessment for services, employment and training, connections to income, food and medical benefits, rental and subsidy applications, as well as training on life skills. The program also works directly with landlords to provide incentives and explains the program's purpose and how additional support is provided once participants are housed.

In May 2020, the County initiated a Local Rental Subsidy Program (LRSP) which provides a 24-month rental assistance subsidy which creates a pathway to permanent housing for people experiencing homelessness participating in County programs. Housing retention and sustainability case management services are also provided to individuals who are permanently housed to ensure they do not fall back into homelessness. The County is committed to meeting the needs of the unincorporated areas and is currently developing additional compassionate solutions in east county such as an additional Safe Parking location, Recreational Vehicle camping, and Sleeping Cabin Villages with full services and housing navigation provided.

Additional programs the County's HSEC-OHS administers to serve specialized populations experiencing homelessness include the Housing Disability Advocacy Program (HDAP) which provides people who have a disability and are homeless or at risk of homelessness with outreach, case management, time-limited housing subsidies, and benefit advocacy while they go through the process of seeking financial benefits from Social Security or Veterans Affairs. The Specialized Funding for Imminent Needs (SFIN) program reduces immediate barriers to housing and helps expedite housing placements by providing direct and indirect payments to support security deposits, rental payments, rental arrears, moving expenses, fees, transportation, auto repairs, health care expenses, groceries, and other critical expenses. The Senior Rental Subsidy Program is a pilot that provides a rental subsidy of \$500 per month for 18 months to 222 older adults to prevent them from falling into homelessness. The Home Safe Program provides case management and housing support to older adults that have been referred through the Adult Protective Services (APS) hotline and are homeless or at risk of becoming homeless. Coordinated Eviction Prevention Program is available for individuals and families at risk of eviction, but prior any legal notice being given and includes tenant support, tenant and landlord education, conflict resolution, case management, system navigation, and connections to services. Housing Our Youth (HOY) assists youth with support, case management and permanent housing placement. The County also operates three separate Community Care Coordination (C3) programs for justice involved populations. C3 Veterans (C3V), C3 Straight to Home (C3STH), C3 Reentry Support (C3RES). The C3 programs provide 12 months of comprehensive care coordination and housing assistance to people being released from jail, or recently released to the community, and at risk of or experiencing homelessness. There are also three LGBTQ+ programs which support the LGBTQ+ community that include capacity building to increase awareness of special needs of the population, enhanced services to facilitate access to specialty services and innovative housing to prevent and end homelessness. The County contributes funding to local domestic violence shelter providers across San Diego County that serve survivors of domestic violence by providing resources, referrals, linkages to services and shelter beds. Since 2017, the County has awarded more than \$280 million in funding for the acquisition, development, rehabilitation, and preservation of affordable housing across the County jurisdiction. Upon completion of the affordable housing developments, the total number of affordable units supported by the County will reach nearly 9,400. This is expected to provide homes to more than 20,600 people. The County of San Diego Housing Authority administers more than 11,000 vouchers to support tenants in permanent housing. This includes more than 250 vouchers dedicated to persons experiencing homelessness through the Project One for All (POFA) program, as well as nearly 200 Emergency Housing

Vouchers (EHVs), which prioritized serving households experiencing homelessness.

City of San Diego

The majority of emergency shelter beds in the region are located within the City of San Diego. In June 2023, the City released a Comprehensive Shelter Strategy which outlines the current shelter system and the need to expand the availability of shelter beds to meet the increased demand. Aligned with its adopted Community Action Plan on Homelessness to expand the crisis response system, the City continues to actively seek opportunities to increase the number of available emergency shelter beds.

The City continues to develop and implement policies that streamline the development of housing, including affordable housing projects. Moreover, the City continues to work with its local housing agency, the San Diego Housing Commission, to seek opportunities to create permanent affordable homes with supportive services for individuals experiencing homelessness. In December 2022, the City was one of seven communities to receive a Prohousing Designation from the California Department of Housing and Community Development. The City was recognized for its work to increase the development of more housing close to amenities and daily designations. Some of the policies and actions that the City has taken to earn the title include:

-Affordable Housing Regulations: These regulations provide incentives for 100% affordable projects. To be eligible under this program, a development must set aside 100% of the pre-density bonus units as affordable to very low-, low- and moderate-income households.

-Affordable Accessory Dwelling Unit (ADU) Home Density Bonus Program: For every ADU home built and set aside as affordable to very low-, low- or moderate-income households, this program allows an additional ADU home to be built.

-Transit Priority Areas Parking Standards: Allows zero minimum parking requirements for multifamily residential developments in Transit Priority Areas (TPAs), which are areas in major transit corridors or where transit improvements are planned in the next five years.

-Mixed-Use Base Zones: Mixed-Use Base Zones: This allows for a mix of residential and non-residential uses within TPAs, with development intensity governed by Floor Area Ratio rather than density per acre.

-Complete Communities Housing Solutions: This opt-in incentive program waives density and height limitations and allows for a floor area ratio-based density bonus for development that provides affordable housing and infrastructure amenities.

-Affordable, Infill Housing, and Sustainable Buildings Expedite Program: This program provides expedited discretionary and ministerial permit processing for projects that provide five or more homes, compared to standard review times, and waives all expedite fees for 100% affordable housing projects. In addition, the Permit Now Program streamlines the ministerial building permit process for 100% affordable housing projects.

Full details on the City's efforts can be found here:
<https://www.sandiego.gov/mayor/mayor-gloria%25E2%2580%2599s-action-housing-recognized-san-diego-receives-prohousing-designation>

In February 2022, the City of San Diego adopted the Housing Action Package 1.0, which included new programs and code revisions to incentivize construction of new homes at all income levels. In December 2023, the San Diego City Council approved Mayor Todd Gloria's Housing Action Package 2.0, which includes amendments to the Land Development Code to preserve existing affordable homes and encourage the construction of more new homes, with new protections for the City's most vulnerable community members. This includes people experiencing or at risk of homelessness, people with disabilities and seniors. The package of amendments also includes incentives for homes for students and in areas with greater access to jobs and high-performing schools. In addition, the housing action package provides public agencies greater flexibility in developing homes on publicly owned land by increasing allowed densities and allowing affordable home developments on premises zoned as commercial or residential. Full details on the Housing Action Package 2.0 can be found here:
<https://www.sandiego.gov/planning/work/housing-action-package>.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

The HHAP-5's Regionally Coordinated Homelessness Action Plan incorporates the different plans established by RTFH (as the CoC), the City of San Diego and County of San Diego. RTFH has established the Regional Community Action Plan to Prevent and End Homelessness in San Diego, the City of San Diego has the Community Action Plan on Homelessness, and the County of San Diego has drafted the Homelessness Solutions and Prevention Action Plan. Although the three plans are published separately, they are the products of our collaboration to end homelessness for the region of San Diego.

RTFH, the City, San Diego Housing Commission, and the County are key funders in addressing the region's immediate homelessness challenges and work together to identify shared regional priorities and coordinate local, state, and federal funds to achieve these priorities. This includes collaborating together for the Regional Plan for this HHAP 5 application to ensure coordinated goals for the purpose of aligning funding around shared outcomes. Working relationships are evidenced in the County, City and SDHC leadership being active members of the CoC Board, CoC committees, and the leadership and

implementation teams of the City of San Diego Action Plan to Address Homelessness. These joint efforts demonstrate a level of coordination on the development of strategic plans and mechanisms to prevent, reduce, and rapidly respond to homelessness and to effectively use PHA and CoC combined resources.

The County and the City of San Diego are collaborating on Encampment Resolution Funding projects to assist approximately 300 people experiencing homelessness in the San Diego Riverbed by addressing the safety and wellness of people within the encampment, transitioning individuals into interim shelter, and securing permanent housing solutions. Additionally, the City and the County are partnering with the City of Santee and Caltrans on the encampment resolution project. In July of 2022, the City collaborated with the County to construct a 150-bed Sprung shelter on County property. Operations are conducted through a City contract and Behavioral Health Services are provided through a County contract. Moreover, the City’s local housing agency, the San Diego Housing Commission, collaborated with the City, RTFH, and County on a Project Homekey application and was awarded \$20.75 million to create 75 affordable apartments for individuals experiencing homelessness. The City, County and RTFH will continue to review data together and adjust strategies and funded activities to achieve performance activities in the development of interim and permanent housing options. Lastly, the RTFH supports the region with permanent housing throughout the region as the primary funder of the San Diego Regional Flexible Housing Pool. This has supported housing for more than 700 households.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
Regional Task Force on Homelessness	<p>RTFH is not a direct service provider. RTFH is the lead agency of the CoC, designated by the San Diego City and County Continuum of Care. In this role, RTFH administers federally mandated activities such as the Homeless Management Information System (HMIS), Coordinated Entry (CE), Point-In-Time (PIT) Count, serves as the CoC Collaborative Applicant, creates and oversees standards for best practices and staffs the CoC Board, committees, and membership. RTFH currently has a 15-member Board of Directors to focus on the non-profit and a 31-member CoC Board that includes a diverse group of stakeholders: elected officials (federal, state, and local), government agencies – including the U.S. Department of Veterans Affairs, County of San Diego, and cities – homeless services providers, faith-based organizations, law enforcement, healthcare partners, philanthropy, business partners, persons with lived experience, advocates, and others. The CoC Board also consists of 3 Standing committees (Governance, Evaluation, and Veterans Consortium) and 3 Ad Hoc Committees (Aging, Health and Homelessness, and Addressing Homelessness Among Black San Diegans) with plans to add 3 more Ad Hoc Committees this year focusing on Youth, Families, and Carceral Involved. The RTFH Board of Directors, CoC Board, and Committees all include people with lived or living experience of homelessness to ensure inclusion in the planning and decision making. RTFH utilizes these partnerships, the Regional Plan, and HMIS data analysis to identify system barriers, successful implementation of best-practices, identify priority activities, and align limited resources around these activities. As the CoC Lead, RTFH is responsible for the teaching and training of best-practices and system strategies that align with the Regional Plan.</p>

RTFH engages with the community in a variety of ways, including the CoC General Membership which meets monthly, the CoC Board, and the Committees to effectively engage service providers. RTFH will continue to 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. Direct tenancy support services and/or training for providers include supporting 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. RTFH-hosted monthly CoC general membership meetings with attendance of 120-150 offers training and up-to-date information on mainstream resources provided by County or state agencies. RTFH will also include funding to programs that provide access to mainstream benefits and health and behavioral health services, and connections to vocational and educational resources. As the CoC lead, RTFH funds SSI/SSDI Outreach Access, and Recovery (SOAR) programs 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: quick approval, reduced denial rate, and appeals support motivate agencies to engage SOAR for clients. The CoC is working with Managed Care plans on the State of CA, CalAim expansion and direction to serve more homeless with housing focused resources: housing navigation, transportation, street-based medicine, transportation, etc. RTFH with collaboration in the State of California' Housing and Homelessness Incentive Program (HHIP) aims to improve health outcomes and access to whole person care services by addressing housing insecurity and instability for the Medi-Cal (Medicaid) population. The program prioritizes aging and disabled homeless Californians (including those with a behavioral health disability) with high service needs. Medi-Cal's Managed Care Plans (MCPs) who meet target measures in housing members and keeping them housed and demonstrate strong collaboration with the CoC will receive incentive funds. RTFH has consulted with the MCPs to align their investments with the goals identified in the Regional Plan. RTFH will leverage the managed care plans and the enhanced services alongside existing ones to bolster housing stability. Lastly, RTFH, CoC and its different Ad Hoc Committees conduct training for over 100 homeless service provider staff throughout the CoC. The Ad Hoc Committee on Aging and Homelessness has provided training on working with older adults within the homeless crisis response system. The Ad Hoc Committee on Health and Homelessness has promoted training opportunities for CoC providers to learn more about how to access CalAIM benefits for clients they serve. RTFH continues to provide diversion and CoC Outreach standards training to homeless

providers. The Ad Hoc Committee on Homelessness Among Black San Diegans continues its work on the implementation of the CoC Action Plan: Addressing Homelessness Among Black San Diegans (https://www.rtfhsd.org/wp-content/uploads/RTFH_ActionPlan_BlackSanDiegans_Interactive.pdf). Since 2020, RTFH has contracted with national experts Darlene Matthews and Michele Williams, of Equity in Action, to support the Ad Hoc Committee and to partner with RTFH on implementation of the Action Plan and to work toward eliminating systemic racism and its effects within the homeless crisis response system and services. In late 2023, Equity in Action and RTFH began hosting Cultural Shift Symposiums to transform our system and approaches. This work will continue into 2024.

County of San Diego

As detailed in the outreach section, the County's HSEC-OHS team partners across the region with all 18 city jurisdictions to deliver coordinated outreach services. The HSEC-OHS team links people experiencing homelessness or at risk of homelessness to other County administered services based on their needs and connects individuals to housing matches through the Coordinated Entry System (CES). County Behavioral Health Services street outreach is coordinated in the same way and is provided throughout the region for individuals experiencing homelessness with behavioral health conditions with a focus of connecting individuals to relevant treatment programs while supporting connection to housing options, including CES. Each month, HSEC leads the project under County's Framework for Ending Homelessness to collect information from all County programs providing services to people experiencing or at risk of homelessness across the County enterprise. This inventory captures data across more than 80 programs including updates and where available, output and outcome data. This allows for education, transparency and coordination of services, avoids any duplication of services, and helps identify gaps in the system. The County also conducts a more robust annual inventory exercise regarding these programs which includes information on expenditures, outcomes, outputs, and number served. The County has developed a mobile application that County employees in other departments including librarians, public health workers, and parks and recreation services can refer individuals experiencing homelessness to outreach workers to assist with housing services. This mobile application broadens the reach of services across the County.

City of San Diego

The City of San Diego is focused on expanding the resources available for individuals experiencing homelessness including, but not limited to, expanding emergency shelter opportunities, coordinated street outreach, and Safe Parking programs. All of these programs strive to provide assistance that meet each individual's immediate needs while also creating a pathway to long-term housing and linkages to supportive services for sustainability. One specific example of coordination and connection to service delivery includes the City's Homelessness

Response Center (HRC). The HRC is a facility located in downtown San Diego and provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or longer-term housing. The program is operated by the San Diego Housing Commission in collaboration with local service providers, the County of San Diego, and the Regional Task Force on Homelessness. The HRC offers a variety of resources including, but not limited to, the following: - Benefits enrollment and clothing and food resources -DMV assistance, including transportation to and from the DMV -Youth and domestic violence services -Legal aid -Family reunification assistance -Veterans Affairs -Health services and education - Mental health and substance use treatment referrals - Employment programs -Coordinated Intake processing As mentioned above, the City utilizes a Coordinated Intake System as part of its coordination and connection to service delivery. The Coordinated Intake System streamlines how persons experiencing homelessness are placed into shelters across the system. With more than 17 referring partners to shelters, using a coordinated model allows for an individual to be matched to the shelter that best meets their specific needs and reduces the amount of time an outreach worker spends finding an open bed in the system. Lastly, through the City's Coordinated Street Outreach Program, outreach teams work to build relationships with individuals experiencing homelessness. The teams use a person-centered, compassionate approach to resolve homelessness through the offer of services tailored to the specific needs of individuals.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

The HHAP-5's Regionally Coordinated Homelessness Action Plan incorporates the different plans established by RTFH (as the CoC), the City of San Diego and County of San Diego. RTFH has established the Regional Community Action Plan to Prevent and End Homelessness in San Diego, the City of San Diego has the Community Action Plan on Homelessness, and the County of San Diego has drafted the Homelessness Solutions and Prevention Action Plan. Although the three plans are published separately, they are the products of our collaboration to end homelessness for the region of San Diego.

As the lead agency for the region's CoC, RTFH is closely connected with agencies providing social services and collaborates with both the City and the County. Outreach workers funded by the County and the City, work with outreach workers funded by RTFH through HHAP. RTFH, City, and County outreach workers provide information and access to benefits such as CalWORKs, Medi-Cal, CalFRESH, General Relief, and other resources available throughout the region.

The County's HSEC-OHS regional outreach teams are integrated closely with local homeless stakeholders as multidisciplinary teams that include behavioral health services, public health, law enforcement, non-profits, faith-based organizations and other entities that serve persons experiencing homelessness. The County's regional outreach teams collaborate efforts in each of the county's 18 jurisdictions and the County's unincorporated area for a comprehensive and coordinated response.

The City of San Diego continues to strive to expand the emergency response system by creating programs and services that meet the immediate needs of individuals experiencing homelessness including emergency shelters, Safe Parking, Safe Sleeping, and street outreach. The City works closely with the County, CoC, and other local, state, and federal partners to seek opportunities to collaborate on projects. One such example includes the Encampment Resolution Grant that was awarded to the County of San Diego in partnership with the City of San Diego and City of Santee. The collaborative project provides outreach to individuals living in the San Diego riverbed with assistance to short-term and long-term housing solutions and supportive services.

Another example of ongoing coordination between the City and County includes monthly Community CARE events. Coordinated Access to Resource and Engagement (CARE) events are focused outreach events in areas identified as having large congregations of people experiencing homelessness. The events originated with RTFH and the Downtown San Diego Partnership in 2019, and have grown to be a collaboration with multiple agencies including the City of San Diego, County of San Diego, local service providers, and other regional partners. During the events, outreach teams canvass an area to engage unsheltered folks and connect them to supportive services. Access to case management, health education, public benefits, mental health and substance abuse treatment, primary care referrals, and access to hygiene kits, transportation and basic essentials are all offered to people in the area.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the

region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
28,531

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH, City and County of San Diego will reduce the total number of people experiencing homelessness by increasing services for individuals and families experiencing	HHAP HUD CoC Philanthropic City General Fund Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San	Federal, State, Local and Philanthropic	RTFH, City of San Diego and County of San Diego	County Department of Homeless Solutions and Equitable Communities – Office of Homeless Solutions (HSEC-OHS)	6/30/2028	Short-term (1-2 years): Increase in the number of individuals accessing services to correlate with the increase in services offered. Program data will be tracked via HMIS.

<p>homelessness. The increase in services will include, expansion of emergency shelter beds, Safe Parking programs, safe sleeping sites, prevention programs (i.e. flex fund program for critical housing expenses and flex funds to prevent evictions), shallow subsidies and Resolution Strategies program, focusing on Diversion-centered outreach. The increase in resources will provide more opportunities for individuals experiencing homelessness to obtain access to immediate services needed with the ultimate goal of connection to permanent or other forms of long-term housing.</p>	<p>Diego Emergency Housing Solutions Grants HUD CDBG ESG</p>	<p>Service Providers</p>	<p>Long-term (5-10 years): Decrease in number of individuals accessing services. Program data will be tracked via HMIS.</p>
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SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Black or African American	6,962

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH will work with Equity In Action to establish implementation plans identified in the San Diego Continuum of Care: Action Plan Addressing Homelessness Among Black San Diegans to address false narratives by active dialog with BIPOC, creating agency consumer advisory boards, including a diversity of PLE in hiring and program operations; offering stipends or other supports to reduce barriers to consumer participation; empower clients and Black-led orgs through mentorship; ensuring clients are informed of their rights to access to housing,	HUD CoC HHAP Other	Federal, State, Philanthropic and Local Government	RTFH City of San Diego County of San Diego	San Diego Continuum of Care AdHoc Committee on Addressing Homelessness Among Black San Diegans	6/30/2028	Increase in BIPOC accessing services.

services, education and employment, and appeal decisions denying services.

RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA	Federal, State and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and CoC	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to decrease the percentage of Black San Diegans experiencing homelessness.
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SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
4,106

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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<p>RTFH, the City of San Diego and the County of San Diego will be increasing services and resources available for individuals and families experiencing homelessness. The increased services and resources include the expansion of emergency shelter beds, Safe Parking programs, Safe Sleeping sites, coordinated street outreach, Family Reunification, prevention programs, expanded emergency housing and shallow subsidies. To expand additional shelter resources, a capital project program will be implemented in partnership with city jurisdictions.</p>	<p>City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA</p>	<p>Federal, State and Local</p>	<p>City of San Diego County of San Diego RTFH</p>	<p>San Diego Housing Commission City Jurisdiction Subcontractors</p>	<p>6/30/2028</p>	<p>Increase the opportunities for placements into emergency shelters and/or connections to permanent or other forms of long-term housing options. Increase the number of emergency housing/shelter beds and safe parking spaces.</p>
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SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
Black or African American	929

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase the use of kiosk surveys from Pulse for Good to collect data and insight to address unsheltered BIPOC homelessness and the experiences of Black San Diegans in the crisis response system.	HHAP	State	RTFH	City of San Diego County of San Diego Subcontractors San Diego Continuum of Care AdHoc Committee on Addressing Homelessness Among Black San Diegans	6/30/2028	Develop strategies and policies to transform the crisis response system and address system gaps.
RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA	Federal, State, and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and CoC	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to identify strategies to decrease the percentage of Black San Diegans experiencing homelessness.

Among Black San Diegans as a guiding document.

SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
15,129

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Data analysis and identification of areas in the region where there is an increased first-time homeless persons. Increase in services for identified areas, including diversion focused outreach and other upstream prevention efforts.	HHAP Philanthropic County of San Diego General Fund	State, Private and Local	RTFH City of San Diego County of San Diego	Subcontractors	6/30/2028	By June 2024, RTFH will complete a data analysis of the San Diego region to identify high areas of first-time homeless persons. RTFH will share data with the City and County of San Diego to increase resources and decrease the number of people accessing services who are experiencing homelessness for the first time.
The Senior Rental Subsidy Program will target seniors who are at risk of homelessness	HHAP County of San Diego General Fund	State and Local	CoC, County and City	CoC, County, City	6/30/2028	Reduce the number of adults 55 years of age or older who become homeless for the first time.

and prevent individuals from falling into homelessness.

Performance will be measured using HMIS.

The Coordinated Eviction Prevention Program prevents individuals from falling into homelessness for the first time with flexible funding and case management.	ARPA	Federal	County	12/31/2024	Reduction in newly homeless individuals. Data tracked through HMIS.
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SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
Black or African American	3,599

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants	Federal, State and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and CoC	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to decrease the percentage of Black San Diegans experiencing homelessness.

respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.

HUD CDBG
ESG
ARPA

SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
5,959

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH, City of San Diego and County of San Diego will work toward increasing permanently housed placements by expanding housing resources, such as the flexible housing pool, extended rapid rehousing funds to increase housing retention, Family Reunification Program, interventions for	HHAP HUD Philanthropic Homekey General Fund ARPA County General Fund State MHSA ERF	Federal, State and Local	RTFH City of San Diego County of San Diego	San Diego Housing Commission County Housing and Community Development Services (HCDS)	6/30/2028	Increase funding for the FHP through different investments to expand the FHP units by 20% over the next 2 years. Increase funding for extended rental assistance. Track data to determine if the extended rental assistance will stabilize and retain housing for more than 2 years.

emergency and interim housing needs with assessment, supportive services coordination, housing navigation, developing new affordable units (including through Project Homekey), and expedite housing placements through the use of local rental subsidy vouchers. The Encampment Resolution Grant funding will also add additional interim housing support and subsidies for permanent solutions.

Increase the number of people exiting homelessness into permanent or other long-term housing.

SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
Black or African American	1,829

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH HMIS team has developed and will publish equity	City General Fund HHAP Encampment Resolution	Federal, State and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to

<p>dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.</p>	<p>Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA</p>	<p>CoC</p>	<p>decrease the percentage of Black San Diegans experiencing homelessness.</p>
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SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
130

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
To improve the average length of time that people experience homelessness, enhancements to systems support are needed in order to improve and develop flow	HHAP VA HUD County General Fund ARPA	Federal, State and Local	CoC/RTFH, County of San Diego, City of San Diego	San Diego Housing Commission VA	6/30/2028	Review and evaluate the data to create action items to reduce the length of time of homeless episodes. Establish a work plan that will provide system

through analysis and metrics to identify and address bottlenecks. RTFH, City of San Diego and County of San Diego will collaborate together to conduct cross-system data reviews to identify challenges people who are experiencing homelessness are facing in accessing or maintaining housing placements. Will also increase housing resources including expanded outreach, flexible housing pool and diversion efforts. An increase in permanent housing subsidies through the Encampment Resolution Funding and the Local Rental Subsidy Assistance programs will move individuals rapidly into housing with support to

recommendations on services.

Decrease in the length of time that people experience homelessness while accessing services.

reduce the time individuals are experiencing homelessness along with creating long term self-sufficiency plans.

SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
Black or African American	134

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Enhance systems support to improve and develop flow through analysis and metrics to identify and address bottlenecks. RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA	Federal, State and Local	City of San Diego County of San Diego RTFH	Subcontractors San Diego Housing Commission	6/30/2028	Decrease the length of time Black San Diegans remain homeless. Monitor racial and ethnic disparities in homelessness programs to decrease the percentage of Black San Diegans experiencing homelessness.

City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.

SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
11.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Decrease the number of persons returning to homelessness with increased housing retention efforts (including extending rapid re-housing), and increasing SOAR projects to assist in housing stability. Leverage CalAIM initiative to provide health support	HHAP Philanthropic Encampment Resolution Funding Grant	State and Private	RTFH City of San Diego County of San Diego	San Diego Housing Commission	6/30/2028	The percentage of people who return to homelessness within 6 months of exiting homelessness response system will decrease from 11%.

opportunities for Medi-Cal recipients who are experiencing homelessness to receive additional housing transition and tenancy support. Lastly, supporting projects related to the Encampment Resolution Funding Grant Program.

Improve the Housing Stability Case Management program for permanently housed people including those from interim housing moved into the Local Rental Subsidy Program which includes landlord interventions, economic and employment support and budgeting assistance as well as linking individuals to SSI/SSDI application assistance and accessing County benefits such as cash assistance, SNAP food benefits, and General Relief

ARPA

Federal

County of San Diego

Contractors
RTFH
HCDS

6/30/2026

Reduce the number of people who return to homelessness within 6 months of placement in permanent housing. Data tracked through HMIS.

funds.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
Black or African American	13.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA	Federal, State, and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and CoC	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to decrease the percentage of Black San Diegans experiencing homelessness.

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6

1,926

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase the percentage of people served in street outreach who exit to any housing destinations. Increasing services, including additional emergency housing options to increase interim shelter beds, leveraging the Regional Homeless Assistance Program (RHAP), and the Encampment Resolution Funding to increase interim housing.	ARPA General Purpose Revenue Encampment Resolution Funding HHAP	Federal, State and Local	County of San Diego City of San Diego	County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS) RTFH	6/30/2026	Increase the percentage of people served in street outreach who exit to permanent housing destinations. Progress tracked through HMIS data.
The Ad Hoc Committee of Health and Homeless will develop a workplan on clear pathways between outreach workers and healthcare	HHAP HUD	Federal and State	RTFH	City/County of San Diego	6/30/2028	Establish a written work plan on pathways between outreach workers and healthcare systems. Work plans will include action

systems to prevent discharges into homelessness.

items for the community to increase successful placements from outreach.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
Black or African American	442

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
RTFH HMIS team has developed and will publish equity dashboards in the Spring of 2024 to assist the community in better understanding the racial disparities that exist. RTFH, the County, and the City will respectively identify and strategize ways to address the disparities in the system utilizing the CoC Action Plan: Addressing Homelessness Among Black San Diegans as a guiding document.	City General Fund HHAP Encampment Resolution Funding Program Family Homelessness Challenge Grant County of San Diego Emergency Housing Solutions Grants HUD CDBG ESG ARPA	Federal, State and Local	City of San Diego County of San Diego RTFH	Subcontractors and direct services staff and CoC	6/30/2028	Monitor racial and ethnic disparities in homelessness programs to decrease the percentage of Black San Diegans experiencing homelessness.

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:

- Service delivery;
- Housing placements;
- Housing retention; and
- Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
<p>RTFH's Ad Hoc Committee on Homelessness Among Black San Diegans (AHABSD) will continue to work through the action plan by engaging with Equity in Action, national experts, Curtis Howard (Founder of LiveEx and San Diego Chapter Lead of All of Us or None) to furthering racial equity through review of program policies and protocols to ensure inclusion and cultural competence, identifying barriers to service for underserved groups, training staff on specific diversity, equity and inclusion topics: implicit bias, creating an equitable culture, understanding the effects of racial trauma, racism, oppression, or disability and ensure staff are trained and implement anti-discrimination and equal access rules; Promoting a person-centric approach, center program adjustments on the voices PLE; Address false narratives by active dialog with BIPOC, creating agency consumer advisory boards; including a diversity of PLE in hiring and program operations; offering stipends or other supports to reduce barriers to consumer participation; empower clients and Black-led orgs through mentorship; ensuring clients are informed of their rights to access to housing, services, education and employment, and appeal decisions denying services.</p> <p>With the work of AHABSD, it will lead to the development of policies and procedures. The development of the Shelter Suspension List is a product of AHABSD's work, which would identify individuals who were not allowed to access shelters due to violations related to the shelter's terms and conditions. A Budget Equity Tool is also developed to assess how budgets benefit and/or burden communities to determine impacts and ensure equitable resource allocation.</p>	<p>RTFH City of San Diego County of San Diego</p>	<p>Ad Hoc Committee on Addressing Homelessness Among Black San Diegans San Diego Housing Commission Office of Equity and Racial Justice (OERJ) County of San Diego, Health and Human Services Agency, HSEC-OHS</p>
<p>RTFH, City and County of San Diego will work to ensure gender equity in service delivery, housing placements, and housing retention. 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</p>	<p>RTFH County of San Diego City of San Diego</p>	

credit, legal issues, and accept housing choice vouchers or other rental assistance. The City will also work to increase emergency shelter beds for specific populations including Veterans, male, female, seniors, youth, families, and survivors of domestic violence. By the end of 2024, the CoC will develop an Ad Hoc Committee to address family homelessness.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
RTFH will maximize the use of existing rental stock by expanding landlord incentives and the flexible housing pool to support youth, families, Black San Diegans who have rental subsidies. RTFH will invest funds in organizations that are experts in providing culturally competent services to LGBT youth experiencing homelessness. RTFH will also continue to support efforts with community partners to build a shared housing system in San Diego. The Ad Hoc Committee on Addressing Homelessness Among Black San Diegans also are advocating with Public Housing Authorities to identify strategies to outreach to people who are Black to ensure equal access to Emergency Housing Vouchers.	RTFH	City of San Diego County of San Diego

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
RTFH, the City and County of San Diego will 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. RTFH will offer 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. The County has contracted to offer comprehensive training to local	RTFH County of San Diego	City of San Diego Office of Equity and Racial Justice (OERJ) HSEC-OHS

businesses, organizations and service providers, to increase outreach to individuals who are experiencing homelessness within the community, establish innovative housing solutions within the LGBT+ community including roommate and shared housing referral programs and increase access to tailored service navigation of local resources and housing navigation.

In alignment with the County’s Framework for Ending Homelessness, the County began to develop the Homelessness Solutions Prevention and Action Plan (Plan) in three phases. Homebase, a nationally recognized expert on system redesign, homelessness and capacity building was selected to assist with developing the Plan around the key components of the Framework for Ending Homelessness. Phase II included a needs assessment, which will be utilized to continue engagement of external partners and stakeholders to ensure community input is captured. Phase III is anticipated to be completed in Spring 2024. The Plan will drive needed coordination of housing and support to individuals countywide, including youth and those who are disproportionately represented in the homeless system including justice-involved individuals, individuals with a range of health and social needs, as well as Black, Indigenous and People of Color.

County of San Diego, Health and Human Services Agency, HSEC-OHS
Office of Equity and Racial Justice (OERJ)

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
All RTFH Boards and Committees have representation of people with lived or living experience of homelessness to be inclusive in processes and decision-making design, strategy, and implementation. RTFH is working with Equity in Action on a number of activities including: 1. Review CoC written standards with an equity lens. 2. Hosted community listening sessions with the community, as a follow-up to a DEI survey to identify training needs. It was identified that	RTFH City of San Diego County of San Diego	Equity in Action and Faith-Based Organizations Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS) Office of Equity and

a Cultural Shift was needed to support integration and implementation.

3. Working to identify proxies for race to assist in more equitable access to housing.

4. Working with faith-based organizations to identify and expand how people are accessing resources outside of the established system of services and housing.

Furthermore, RTFH, the City and County of San Diego are intentional in requiring all funded organizations to have a Diversity, Equity, and Inclusion policy/statement and encouraging the employment of a diverse workforce from populations experiencing discrimination and racial inequities during the procurement process. Additional training is being offered on core competencies in health equity, diversity, and inclusion by providing the skills and training required to provide equitable service delivery on all levels of client care.

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

The CoC prioritizes those within Coordinated Entry who are living on the street (and as part of that, in encampments and part of place-based and encampment resolution efforts) as the highest level of prioritization with regards to living situation. The person's current living situation is an impactful data point for the San Diego City and County CoC's prioritization criteria. Community set prioritization standards further inform prioritization, but a person's living situation in an encampment on the streets is given the highest prioritization within groups when considering placement in permanent housing using Coordinated Entry as a referral source.

Place-based encampment resolution is occurring within the County of San Diego. The State of California Business, Consumer Services, and Housing Agency's (BCSH) California Interagency Council on Homelessness (Cal ICH) awarded the County \$16,951,298.83 and \$5,095,063.03 for encampment resolution. The funding will serve individuals experiencing homelessness in the San Diego Riverbed corridor and Plaza Bonita, encompassing a specific area within the jurisdictions of the City of Chula Vista, City of National City, City of Santee, County of San Diego unincorporated area, and CalTrans. The County is partnering with the City of San Diego, to provide outreach and services to people experiencing homelessness in the riverbeds within the jurisdiction of the City of San Diego. Outreach is housing first focused and intended to quickly connect with individuals in these areas on solutions and work to secure resources toward permanent housing in collaboration with local housing authorities, nonprofits, and other relevant stakeholders.

Optional Upload: Evidence of Collaboration and/or Prioritization

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - Jails
 - Prisons
 - Hospitals:
 - Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Educate homeless service providers about the justice system and the homeless system; identifying barriers	CoC, County, City	Local service providers

to housing for people reentering the community.

Total number of people experiencing homelessness upon exiting jail will be reduced by providing intensive wraparound services, housing navigation and referrals to community supports to those who will be facing homelessness upon release from local detention facilities and have behavioral health needs, are medically complex or are Veterans. The County also operates three separate Community Care Coordination (C3) programs for justice involved populations. C3 Veterans (C3V), C3 Straight to Home (C3STH), C3 Reentry Support (C3RES). The C3 programs provide 12 months of comprehensive care coordination and housing assistance to people being released from jail, or recently released to the community, and at risk of or experiencing homelessness.

County

Probation Department,
Sheriff's Department,
Public Defender's Office

RTFH will continue to provide a platform, through the RTFH Annual Conference, which includes workshops on intersection between the Justice System and Homelessness. RTFH will also continue to work with Words to Deed Steering Committee to identify and promote best practices in working with people who are justice impacted.

RTFH

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
RTFH will continue to fund SSI/SSDI Outreach Access, and Recovery (SOAR) program to certified anchor agencies to provide critical income support to the 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.	RTFH	Service Providers

The benefits of SOAR are a quick approval, reduced denial rate, and appeals support to motivate agencies to engage SOAR for their clients.

The RTFH, City, and County have actively engaged with the County's Alternatives to Incarceration (ATI) project since inception at the end of 2021. The County contracted with the San Diego Association of Governments (SANDAG) to convene local stakeholders and review data to develop a set of recommendations to reduce incarceration. RTFH participated in these workgroups, including Curtis Howard, an RTFH consultant who is a person with lived experience as a justice-impacted individual who has experienced homelessness. Through the involvement of RTFH and other stakeholders, one of the areas of recommendations included expanding access to housing and rent support in the short and medium term for people leaving jail who have a history of housing instability. As a result, an ATI Housing Working Group was established, of which RTFH and County staff are members. The Housing Working Group is identifying how to increase access to housing and housing navigation services for the justice-impacted population. The RTFH Continuum of Care Board will be establishing a Justice System Ad-Hoc Committee in 2024. On May 23, 2023, the Board of Supervisors received the County's ATI Work Plan to address SANDAG recommendations and authorized the County to issue competitive solicitations, and submit grant applications, for prevention, diversion, and reentry programs to support individuals who commit low-level, non-violent offenses with the goal of reducing individuals' jail booking or time in jail by providing supportive services that address underlying needs. Some of these solicitations

CoC
City of San Diego
County of San Diego

San Diego Association of Governments

include:

- (1) Sheriff’s Department: Jail-in reach and transitional services for clients with behavioral health needs, interim housing services, and staff to provide service connections for homeless individuals in custody,
- (2) Probation Department: Connection Points and related case management and navigation services for pretrial populations,
- (3) Health & Human Services Agency: Medical Care Services for Transitions Clinic Network Pilots, and expansion of case management, system navigation and housing services,
- (4) Public Safety Group Executive Office: Lived-experience consultancy services, and planning for a Diversion, Reentry and Resource Center.
- (5) Various: Expand Pop Up community resources for Homeless Court. Data driven decision to increase frequency to twice monthly. One will be in collaboration with City led Care Collaboration events and the 2nd will move around the regions/jurisdictions based on need.

Total number of people experiencing homelessness upon exiting jail will be reduced by providing intensive wraparound services, housing navigation and referrals to community supports to those who will be facing homelessness upon release from prison and are Veterans.

County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS)

Parole Department

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
The San Diego CoC has established the Ad Hoc Committee on Health and Homelessness, in which the committee will recommend clear pathways between outreach workers and healthcare systems to prevent discharges into homelessness. The Ad Hoc Committee on Health and Homelessness will also promote the establishment of service-connected	RTFH	Ad Hoc Committee on Health and Homelessness

housing options accessible to people with physical and/or behavioral health issues, particularly for older adults and people with disabilities and create advocacy statements.

In addition, there will be diversion training provided to hospital social workers to reduce the number of people experiencing homelessness upon exiting a hospital.

CalAIM will be leveraged for Medi-Cal eligible individuals to prevent people from falling into homelessness as they exit institutional settings. Eligible individuals will have access to a lead care manager through CalAIM's Enhanced Care Management benefit. The individual's lead care manager will assess the individual's needs and provide care coordination to address both health and social needs. The individual will also be assessed and linked to needed CalAIM Community Support services, such as short-term post-hospitalization housing, recuperative care, housing navigation, housing deposits, and housing tenancy services. People experiencing homelessness with communicable diseases are referred by hospitals and healthcare facilities to the County's Temporary Lodging program for isolation. These individuals will be referred over to HSEC outreach staff upon completing their isolation period to connect them to Coordinated Entry and interim shelter programs.

CalAIM

Medical Care Services,
SDAIM

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster Care	The County of San Diego has targeted housing programs to assist foster care youth including the following programs:	County of San Diego	Child & Family Well-Being San Diego Housing Commission Housing and Community

Transitional Housing Placement Program-Plus for ages 18-24. Offers provider based supervised housing and supportive services.
 Transitional Housing Program Plus-Non-Minor-Dependents for ages 18-21. Offers supervised housing and supportive services.
 Transitional Youth Housing for ages 18-24. Offers supervised housing and supportive services for up to 24 months.
 Family Unification Vouchers (FUP) provide Housing Choice Vouchers (HCV) obtained through Housing and Urban Development (HUD) to foster care youth exiting the system of care into potential homelessness.

Development

Behavioral Health Services

Prior to discharge, individuals in State Mental Health Institutions are connected with Assertive Community Treatment (ACT) Programs through County of San Diego Behavioral Health Services (BHS) for priority enrollment. Individuals are enrolled and will have immediate access to multidisciplinary team support including housing navigators. Individuals will explore multiple housing options including family reunification, shared housing, and applying for low income or project based housing units. They will also have access to MHSA funded, earmarked units for individuals enrolled in ACT programs and master lease units in scattered sites. ACT teams provide services and support 24 hours a day, seven days a week.

County of San Diego

BHS

Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act
 - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region.

Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.

3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	City of San Diego	1. Acquisition and rehabilitation of motels, hotels, or hostels 2. Master leasing 3. Acquisition of other sites including apartment or homes among others 4. Conversion of units from nonresidential to residential as a motel, hotel, or hostel 5. Relocation costs for individual being displaced due to rehabilitation of existing units 6. Capitalized operating subsidies	\$37,690,283.00	\$37,690,283.00	Funds had to be spent by June, 2021; Governor's proposed budget includes an additional \$50m statewide
The No Place Like Home Program	State	County HHSA, Housing and Community Development Services (HCDS)	As an Alternative Process County, the County of San Diego locally administers No Place Like Home (NPLH) funds to create permanent supportive housing for persons with serious mental illnesses who are experiencing homelessness, chronic homelessness, or are At Risk of Chronic Homelessness (as defined for NPLH).	\$27,378,840.00	\$27,378,840.00	FY23/24 to approximately FY26/27

Funds are also available for operating subsidy reserves to ensure the affordability of this housing. More than \$115 million in total program funds received. As of the end of 2023, approximately \$89.7 million in NPLH funds have been expended by the County. Five developments with NPLH 157 units are operational; 6 developments with 137 NPLH units are under construction; and 6 developments with 89 NPLH units are in the pipeline.

The Multifamily Housing Program	State	N/A - Administered by CA Dept. of Housing and Community Development	MHP loans are issued directly to developments; therefore, the funding is not controlled locally.	N/A
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The Homeless Housing, Assistance, and Prevention Program	State	County HHSA	<ol style="list-style-type: none"> 1. HHAP1 funded the Housing Our Youth (HOY) 2-year pilot program and Local Rental Subsidy program. 2. HHAP2 funds the Community Care Coordination Straight to Home program and the Homeless Action Plan. 3. HHAP3 funds the new HOY program, Emergency Housing consultant, the Community Harm Reduction Team (C-HRT), C-HRT Safe Haven and Shallow 	\$40,157,980.00 \$3,616,680.00 FY19/20 to FY 26/27
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Rental Subsidy program.
 4. HHAP4 funds the new
 HOY program,
 Emergency Housing
 consultant, the C-HRT,
 and C-HRT Safe Haven.

The Homeless Housing, Assistance, and Prevention Program	State	City of San Diego	Operating subsidies for shelter operations; street outreach; diversion programming; rapid rehousing	\$34,476,465.00	\$874,973.00	2023-2028
Building Homes and Jobs Act	State	County HHSA, Housing and Community Development Services (HCDS)	Permanent Local Housing Allocation (PLHA) A portion of the County's PLHA allocation is being utilized for the acquisition, development, and/or rehabilitation of affordable multifamily (permanent) rental housing targeting households earning at or below 60% AMI. Tenants may include households coming from homelessness. The amount of funding listed, and the portion prioritized for permanent housing, are both based on funds awarded to date, which encompass PLHA Years 1 through 3. Years 4 and 5 will be awarded at a future date.	\$6,893,334.00	\$3,201,967.00	FY23/24 to 4/30/26
The California Emergency Solutions Grants Program	State	County HHSA, Housing and Community Development Services (HCDS)	Funding for projects that engage homeless individuals and families living on the street; improve the number and quality of emergency shelters for homeless individuals and families; help operate emergency shelters; provide essential services to shelter residents; rapidly	\$371,557.00	\$144,250.00	FY23/24

			re-house homeless individuals and families; and prevent families/individuals from becoming homeless.			
The Homekey Program	State	San Diego Housing Commission	Permanent Supportive Housing	\$20,750,000.00	\$20,750,000.00	2023-2024
The Homekey Program	State	N/A - Administered by CA Dept. of Housing and Community Development	In May 2023, the County of San Diego Board of Supervisors approved up to \$32 million in capital funding as match funding for up to four Homekey developments to be renovated in partnership with the San Diego Housing Commission. The developments will provide permanent supportive housing for households that were experiencing homelessness in the city of San Diego. As of Dec 2023, two of the four developments have been awarded Homekey funding by the State of CA.	\$32,000,000.00	\$32,000,000.00	FY23/24
The Homeless Housing, Assistance, and Prevention Program	State	Regional Taskforce on the Homeless	Outreach and Coordination, Prevention and Diversion, Strategic Planning and Infrastructure Development, Rental Assistance and Rapid Rehousing, Services Coordination, and Systems Support	\$40,807,780.72	\$4,945,211.56	2023-2028
Building Homes and Jobs Act	State	County HHSA, Housing and Comm	Prohousing Incentive Pilot (PIP) Program Awarded PIP funding will be used for the	\$2,400,000.00	\$2,400,000.00	FY23/24 to 6/30/25

unity predevelopment, development, acquisition, rehabilitation, and/or preservation of multifamily (permanent) rental housing that is affordable to extremely low-, very low-, and/or low-income households. The awarded development will be located in the unincorporated area of San Diego County. Tenants may include households coming from homelessness.

HOME Investment Partnerships Act	Federal	County HHSA, Housing and Community Development Services (HCDS)	HOME funds will be used for the development, acquisition, and/or rehabilitation of multifamily (permanent) rental housing that is affordable to very low- and low-income households. Tenants may include households coming from homelessness. The amount of funding listed to the right represents HOME loans to developments that have not yet closed. Since 2017, an additional \$14.1 million in HOME funds have been used towards the creation of affordable housing for low-income households.	\$21,547,207.00	\$19,547,207.00	FY23/24 to approximately FY26/27
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HOME Investment Partnerships Act	Federal	City of San Diego	Increase the availability, quality, and access to affordable and decent housing for low-income households	\$6,017,634.00	\$6,017,634.00	2023-2025
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Parolee or probation programs that are intended to prevent homelessness upon release	Local	San Diego County Probation	Community Transition Center (CTC); assessments, transitional living, and short-term substance abuse	\$17,978,390.47	\$0.00	7/1/2023-6/30/2029
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Department services for individuals released from state prisons to Probation Department supervision, and for individuals supervised by Probation in the community who can benefit from the CTC's services while awaiting other programs. The CTC provides a temporary place to stay until a more stable setting is arranged for people who otherwise might be released from prison into homelessness.

Parolee or probation programs that are intended to prevent homelessness upon release	Local	San Diego County Probation Department	Housing Resource & Navigation; The Probation Department contracts with a community provider to employ Housing Navigators who will meet with those on probation and provide navigation support and assistance services in identifying and obtaining stabilized housing, career development opportunities, and critical resources that support their successful exiting the justice system.	\$1,929,750.00	\$0.00	7/1/23-12/31/25
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	Federal	N/A	N/A			
The Housing for a Healthy California Program	State	N/A	N/A			
County of San Diego Innovative Housing Trust Fund (IHTF)	Local	County HHSA, Housing and	In October 2017, the County of San Diego Board of supervisors created and funded a	\$43,922,583.00	\$43,922,583.00	FY23/24 to approximately FY26/27

Community Development Services (HCDS) local Innovative Housing Trust Fund (IHTF). Through additional allocations of funding since that time, IHTF has been allocated a total of \$95 million. The purpose of the Fund is to increase affordable permanent housing opportunities throughout San Diego County through the construction, acquisition, and/or rehabilitation of housing for low-, very low-, and/or extremely low-income households. Tenants may include households coming from homelessness. Sixteen IHTF developments with 1,153 units are operational; 7 developments with 580 units are under construction; and 1 development with 94 units is in the pipeline.

(May extend if additional funding is allocated)

Encampment Resolution Grant	State	City of San Diego	Outreach, Housing, and Supportive Services	\$5,602,500.00	\$3,579,600.00	2023- 2025
Family Homelessness Challenge Grant	State	City of San Diego	Flexible spending and housing support	\$441,151.00	\$289,262.50	2023-2025
City General Fund	State	City of San Diego	Shelter, Outreach, Diversion, and Prevention.	\$44,007,454.00	\$0.00	2023-2024
HUD-Community Development Block Grant	Federal	City of San Diego		\$1,318,078.00	\$0.00	2023-2024
HUD-Emergency Solutions Grant	Federal	City of San Diego		\$1,029,691.00	\$339,746.00	2023-2024

Total \$ Available to prevent and end **Total Prioritized for Permanent**

homelessn	Housing
ess:	Solutions:
\$386,720,6	\$206,698,2
78.19	37.06

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
 - o CalWORKs
 - o CalFresh
 - o Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
 - o In-home supportive services;
 - o Adult protective services;
 - o Child welfare;
 - o Child care; and
 - o Medi-Cal benefits through Managed Care Plans

Guidance:

*All of the above benefit programs **must** be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.*

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs.** This **may be** a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action **supports client access and/or enrollment in the eligible benefit program.**
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.

- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	<p>City of San Diego Coordinated Street Outreach Program: Outreach teams work to build relationships with individuals experiencing homelessness. The teams use a person-centered, compassionate approach to resolve homelessness through the offer of services tailored to the specific needs of individuals. The program also conducts focused outreach events twice a month in areas identified as having large congregations of people experiencing unsheltered homelessness. The events are in collaboration with the County of San Diego and other regional partners and provide access to an array of services including basic essentials, mental health and substance abuse treatment, and access and referrals to public benefits.</p> <p>City of San Diego Homelessness Response Center (HRC): The HRC provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or</p>	County of San Diego	City of San Diego

longer-term housing. The program is operated by the San Diego Housing Commission in collaboration with local service providers, the County of San Diego, and the Regional Task Force on Homelessness. The HRC offers a variety of resources including benefits enrollment, clothing and food resources, DMV assistance, youth and domestic violence services, legal aid, family reunification assistance, Veterans Affairs, health services and education, mental health and substance use treatment referrals, and employment programs. This program is available at all County Family Resource Centers as well as through street outreach. HSEC outreach workers provide direct links to self-sufficiency programs in the field countywide and are also embedded in places like homeless shelters, homeless resource centers for easy access to self-sufficiency programs. In addition, clients can apply online, via phone, or in person. The county also helps individuals experiencing homelessness obtain required documents such as ID, bank statements, and other required verifications.

CalFresh

City of San Diego
Coordinated Street
Outreach Program:

County of San Diego

City of San Diego

Outreach teams work to build relationships with individuals experiencing homelessness. The teams use a person-centered, compassionate approach to resolve homelessness through the offer of services tailored to the specific needs of individuals. The program also conducts focused outreach events twice a month in areas identified as having large congregations of people experiencing unsheltered homelessness. The events are in collaboration with the County of San Diego and other regional partners and provide access to an array of services including basic essentials, mental health and substance abuse treatment, and access and referrals to public benefits.

City of San Diego
Homelessness
Response Center (HRC):
The HRC provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or longer-term housing. The program is operated by the San Diego Housing Commission in collaboration with local service providers, the County of San Diego, and the Regional Task Force on Homelessness. The HRC offers a variety of resources including benefits enrollment, clothing and food

resources, DMV assistance, youth and domestic violence services, legal aid, family reunification assistance, Veterans Affairs, health services and education, mental health and substance use treatment referrals, and employment programs.

This program is available at all County Family Resource Centers as well as through street outreach. HSEC outreach workers provide direct links to self-sufficiency programs in the field countywide and are also embedded in places like homeless shelters, homeless resource centers for easy access to self-sufficiency programs. In addition, clients can apply online, via phone, or in person. The county also helps individuals experiencing homelessness obtain required documents such as ID, bank statements, and other required verifications.

Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy

City of San Diego Coordinated Street Outreach Program: Outreach teams work to build relationships with individuals experiencing homelessness. The teams use a person-centered, compassionate approach to resolve homelessness through the offer of services tailored to the specific needs of individuals. The program also conducts

County of San Diego Social Security Administration

City of San Diego County Housing Disability Access Program, The Legal System

focused outreach events twice a month in areas identified as having large congregations of people experiencing unsheltered homelessness. The events are in collaboration with the County of San Diego and other regional partners and provide access to an array of services including basic essentials, mental health and substance abuse treatment, and access and referrals to public benefits.

City of San Diego
Homelessness
Response Center (HRC):
The HRC provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or longer-term housing. The program is operated by the San Diego Housing Commission in collaboration with local service providers, the County of San Diego, and the Regional Task Force on Homelessness. The HRC offers a variety of resources including benefits enrollment, clothing and food resources, DMV assistance, youth and domestic violence services, legal aid, family reunification assistance, Veterans Affairs, health services and education, mental health and substance use treatment referrals, and employment programs. The SSI Program is a

federally funded program which provides income support to eligible individuals who are aged 65 or older, blind or disabled. SSI benefits are also available to qualified blind or disabled children. The SSP Program is the state program which augments SSI. Both SSI and SSP benefits are administered by the Social Security Administration (SSA). Eligibility for both programs is determined by SSA using federal criteria. If an eligible individual qualifies for SSI, they qualify for SSP. The benefits are in the form of cash assistance. The County assists with helping General Relief applicants/recipients that are potentially eligible for SSI to apply. Benefit advocacy is provided through a contract with Legal Aid.

In-home supportive services

The In-Home Supportive Services (IHSS) program can provide homemaker and personal care assistance to eligible individuals who are receiving Supplemental Security Income or who have a low income and need help in the home to remain independent. Applicants can apply via phone, in person at multiple different regional offices, via email, or via fax.

County of San Diego

Adult protective services

The County administers the HomeSafe program which is designed to help older adults that are

County of San Diego-
HHSA

Interfaith Community Services is contracted to make the financial payments

experiencing or are at risk of homelessness. Clients are screened by the Adult Protective Service (APS) Hotline and if they meet the eligibility criteria, a range of supportive services are available including housing related case management, housing related financial assistance, eviction prevention and landlord mediation.

Child welfare

The County of San Diego's Child and Family Wellbeing Department (CFWB) is committed to excellence in the delivery of culturally competent, family-centered and child-focused protective services. CFWB investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. Investigations are conducted in a thorough and professional manner. Family interventions are completed in the least intrusive manner necessary for the protection of the child. In addition to these services, CFWB administers the following: Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; San Pasqual Academy, a first-in-the-nation residential education campus for

County of San Diego-
HHSA

adolescent foster youth; foster care eligibility and licensing; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; adoptive home assessments and placements; and critical support services to regional operations.

Child care	<p>Parents who are receiving CalWORKs cash aid or who have received cash aid within the past two years are eligible for subsidized child care through a voucher program. Families that have been discontinued within the last 2 years can receive Childcare through the 2 Alternative Payment Programs (Child Development Associates or YMCA Childcare Resource Service).</p>	County of San Diego-HHSA	<p>Child Development Associates YMCA Childcare Resource Service</p>
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Medi-Cal benefits through Managed Care Plans

This program is available at all of the regional Family resource centers as well as through street outreach. Eligibility workers are embedded in places like homeless shelters, homeless resource centers, and HOT Teams to help facilitate easy access to self-sufficiency programs. In addition, clients can apply online, via phone, or in person. The county also helps individuals experiencing homelessness obtain required documents such as ID, bank statements, and other required

County of San Diego-HHSA

verifications.

HDAP	The County administers the Housing Disability Advocacy Program (HDAP), this funding provides people experiencing homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports. HDAP has four core requirements: outreach, case management, disability advocacy, and housing assistance. To ensure program success, the County partnered with the Legal Aid Society of San Diego and two contracted partners to provide essential links to resources. The County is currently expanding access to this program with other community partners that can provide case management while the County supports housing and disability advocacy.	County of San Diego- HHS	Legal Aid Society Equitable Social Solutions
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Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)

HHAP5 MOA Signed by RTFH, County and City.pdf

Supporting Documentation (Optional)

County of San Diego Homeless Solutions and Prevention Action Plan February 2024.pdf

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

2/27/2024

3/13/2024

3/14/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders

Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process

People with lived experience of homelessness

The CoC membership garners community-wide commitment to ending and preventing homelessness by engaging stakeholders in all parts of the San Diego Region. The CoC Board Charter requires at least two members with lived or living experience of homelessness with the current Board including five members with self-disclosed lived experience of homelessness. RTFH also works with the HEAL Network, which consists of individuals with lived experience. Members of the HEAL Networks serve on various committees of the CoC. The CoC Board and the General Membership are invited to the meetings via RTFH's email listserv.

Members are encouraged to share their expertise and strategies at the meetings.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Youth with lived experience of homelessness

The CoC General Membership includes a variety of community partners including youth with lived experience of homelessness.

The CoC Board and the General Membership are invited to the meetings via RTFH's email list. Members are encouraged to share their expertise and strategies at the meetings. CoC Boards and Committees include youth with lived experience. The CoC will be adding an Ad Hoc Committee to Address Youth Homelessness in 2024.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Persons of populations overrepresented in homelessness

The CoC Board established several committees to address overrepresented groups in homelessness. All committees are Chaired by a member of the CoC Board to ensure continuity and connection to the Regional Plan. All committees include members of the community, service providers, health plans, leadership from cities and the County, people with lived or living experience of homelessness and other stakeholders. The current committees include: The Health and Homelessness Ad Hoc Committee, The Ad Hoc Committee on Addressing

Homelessness Among Black San Diegans, the Aging and Homelessness, and the Ad Hoc Committee on Aging population. The CoC will be adding a Committee to address family homelessness, youth, and justice impacted. The CoC Board and the committees are invited to the public meetings via RTFH's email listserv. Members are encouraged to share their expertise and strategies at the meetings. In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders

The CoC Advisory Board includes representatives from the City, San Diego Housing Commission and the County of San Diego and its Housing Authority Board. Board members include representatives from multiple sectors (health, education, business, people with lived expertise, etc.) who work both within the City of San Diego and in other areas of the County.

The CoC Board and the General Membership are invited to the meetings via RTFH's email list. Members are encouraged to share their expertise and strategies at the meetings.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Lastly, the County Director of the Office of Homeless Solutions contacted all county department directors to request they or their staff

attend one of these meetings.

Homeless service and housing providers operating within the region

The CoC Board also includes homeless service provider representatives from each of the regions throughout the County of San Diego to ensure the unique needs of outlying communities are represented. The CoC General Membership includes a variety of community partners to the extent they are invested in ending homelessness. Open CoC monthly Membership meetings are announced to the public via website postings, email distribution and announcements at various stakeholder meetings. Members are encouraged to share their expertise and strategies at the meetings.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region

RTFH works with the Managed Care Plans on Housing and Homeless Incentive Program (HHIP) and they regularly attend the general membership meetings. There is also representation on the CoC Board from a Managed Care Plan and several committees. The CoC also convenes a dedicated monthly working group with the Managed Care Plans to deliberate on investment plans, submission goals and system improvement opportunities.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness

The CoC Board also includes homeless service provider representatives from each of the regions throughout the County of San Diego, to ensure the unique needs of outlying communities are represented. This includes those providing street medicine. The CoC General Membership includes a variety of community partners to the extent they are invested in ending homelessness. The CoC Board and the General Membership are invited to the meetings via RTFH's email list. Members are encouraged to share their expertise and strategies at the meetings.

In addition, the City of San Diego published an article on "Inside San Diego," the City's news center to notify all members of the public of the City Council meeting and encourage their participation to provide input on the grant application: <https://www.sandiego.gov/insidesd/san-diego-receive-299-million-address-homelessness>. The item was also posted on the City Council agenda which was available to the public prior to the meeting. Moreover, the CoC also sent an email blast out to all of its members to notify them of the presentation and invite them to participate in the meeting.

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the

youth set-aside.

7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

*Administrative costs **may not exceed 7%** of all monies received.*

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in San Diego City and County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

Regional Taskforce on Homelessness

Funding Plan - Regional Taskforce on Homelessness

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-	Activities These Funds will Support	How are these Activities Aligned with
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			Aside	the State's Priorities?
Rapid Rehousing	\$6,670,107.78	\$670,107.78	Funds will support rapid rehousing projects, including extended rental assistance programs to support housing retention.	Support the Delivery of Permanent Housing and Innovative Housing Solutions.
Prevention and Shelter Diversion				
Delivery of Permanent Housing and Innovative Housing Solutions				
Operating Subsidies-Permanent Housing				
Operating Subsidies-Interim Sheltering				
Interim Sheltering				
Improvements to Existing Emergency Shelter				
Street Outreach	\$2,820,107.78	\$320,107.78	Funds will support projects that provide Diversion focused street outreach. This will include safe parking programs and the flexible housing pool.	Rapid Rehousing and Shelter Diversion
Services Coordination	\$623,753.95	\$120,439.25	Funds will support education and training to the community and projects that support wrap-around services.	Services Coordination
Systems Support	\$3,464,800.21	\$365,298.43	Regional coordination and improving accessibility and	Systems Support

outcomes. Support the collaboration with community stakeholders on regional housing strategies and initiatives.

HMIS \$147,595.32

HMIS Administration

Administrative Costs \$1,033,167.26

Costs incurred by the CoC/RTFH to administer the HHAP program allocation, including financial accounting, grants and contracts, procurement, and HMIS administration
Administrative Costs

Total HHAP-5 Dollars Budgeted: \$14,759,532.30 **Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$1,475,953.24**

Youth Set-Aside Minimum
\$1,475,953.23

HMIS Maximum
\$147,595.32

Administrative Maximum
\$1,033,167.26

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Administrative Entity 2

Which Administrative Entity is submitting the below budget?
County of San Diego

Funding Plan - County of San Diego

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's
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				Priorities?
Rapid Rehousing	\$9,886,022.04	\$600,000.00	Local Rental Subsidy Program (LRSP)- \$9,286,022.03 Housing Our Youth Program (HOY)- \$600,000.00	Permanent Housing solutions
Prevention and Shelter Diversion				
Delivery of Permanent Housing and Innovative Housing Solutions				
Operating Subsidies- Permanent Housing				
Operating Subsidies-Interim Sheltering				
Interim Sheltering				
Improvements to Existing Emergency Shelter				
Street Outreach				
Services Coordination	\$3,000,000.00	\$3,000,000.00	Housing Our Youth Program	Service Coordination for Youth Population
Systems Support	\$141,604.63			
HMIS	\$141,604.63			
Administrative Costs	\$991,232.46			
		Total HHAP-5 Dollars Budgeted: \$14,160,463.76	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$3,600,000.00	

Youth Set-Aside Minimum
\$1,416,046.38

HMIS Maximum

\$141,604.64

Administrative Maximum

\$991,232.46

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 3

Which Administrative Entity is submitting the below budget?

City of San Diego

Funding Plan - City of San Diego

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing Prevention and Shelter Diversion	\$4,500,000.00		Funds will support the City's prevention programs including the Family Reunification Program and Safe Parking Program.	These activities align with the State's priorities to support permanent housing by providing alternatives to traditional shelter and/or problem-solving programs that strive to make individual's experiences of homelessness rare, brief, and non-recurring.
Delivery of Permanent Housing and Innovative Housing Solutions				

Operating
Subsidies-
Permanent Housing

Operating
Subsidies-Interim
Sheltering

\$20,404,322.00 \$2,991,860.00

Funds will support several City of San Diego shelters including shelters that serve youth.

These activities align with the State's priorities to support interim housing projects to provide shelter to individuals experiencing homelessness in addition to case management, basic needs, and other resources, with the ultimate goal of connecting individuals to permanent or other forms of long-term housing.

Interim Sheltering

Improvements to
Existing Emergency
Shelter

Street Outreach

\$3,000,000.00

Funds will support the City's Coordinated Street Outreach Program.

These activities align with the State's priorities to support service provision and systems support including funding for outreach programs that use a person-centered, compassionate approach to resolve homelessness

through the offering of services tailored to the specific needs of individuals.

Services
Coordination

Systems Support

HMIS \$299,184.00

Funds will support the administration of HMIS.

These activities align with the State's priorities to support administrative costs associated with carrying out the grant.

Administrative Costs \$1,715,087.27

Funds will support the administration of the City's HHAP-5 award.

These activities align with the State's priorities to support administrative costs associated with carrying out the grant.

**Total HHAP-5
Dollars Budgeted:
\$29,918,593.27**

**Total HHAP-5
Youth Set-Aside
Dollars Budgeted:
\$2,991,860.00**

Youth Set-Aside Minimum
\$2,991,859.33

HMIS Maximum
\$299,185.93

Administrative Maximum
\$2,094,301.53

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
Regional Taskforce on Homelessness

Certification Regional Taskforce on Homelessness

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name
Lahela Mattox

Phone
(916) 968-8443

Email
lahela.mattox@rtfhsd.org

Participating Eligible Applicant 2

Participating Eligible Applicant
County of San Diego

Certification County of San Diego

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name
Dijana Beck

Phone
(619) 855-7290

Email
Dijana.Beck@sdcounty.ca.gov

Participating Eligible Applicant 3

Participating Eligible Applicant
City of San Diego

Certification City of San Diego

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name
Kimberlee Zolghadri

Phone
(619) 798-1534

Email
kzolghadri@sandiego.gov