

San Diego's Regional Plan to End Homelessness



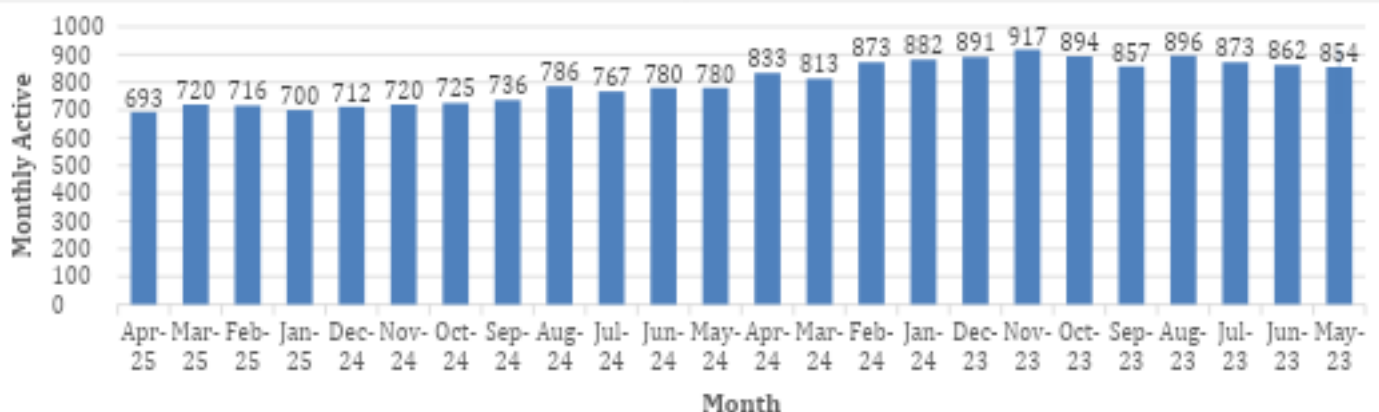
Workstream #1: The Regional Plan's People Goals

Why Is This Important?	Our Vision	Strategic Focus
<p>To accelerate momentum for our Plan, it is critical to operate from a shared set of facts that help us evaluate progress, align efforts, and create opportunities to test, learn, and iterate.</p>	<p>The core metrics in the Plan are the "People Goals," which envision gradually declining numbers of people experiencing homelessness across all subpopulations.</p>	<p>Emulate the success of the "Veteran's Consortium" by creating parallel "Consortium" efforts for youth, families, and seniors.</p>

Doing More of What Works: The "Veteran's Consortium"

- San Diego is now the fourth-largest Continuum of Care in the country. Our system includes San Diego County's 18 cities, 6 Public Housing Authorities, the County, the CoC, and over 125 service providers with at least 1,300 frontline staff. In such a large community, it is critical to find bright spots and scale those learnings to the overall system.
- **Over the last 10 years in San Diego, per the annual Point-in-Time Count, there has been a 13% increase in overall homelessness but a 53% decrease in Veteran homelessness.** While this reduction is partly due to significant resource commitments from the Federal government, the deployment of those resources has been greatly enhanced by the structure and coordination of our local leadership.
- In 2015, the VA formed the "Veteran's Consortium," a group of cross-system leaders tasked with spearheading the strategy, policies, programs, and evaluation needed to reduce veteran homelessness. In April of 2021, the Veteran's Consortium became a Standing Committee of the CoC.
- Through the Veteran's Consortium and participation with Community Solution's "Built for Zero" campaign, our community now has a "By-Name-List" (BNL) of every adult veteran over 25 years of age currently experiencing homelessness. **The BNL provides an incredible opportunity for close to real-time data on our efforts.**

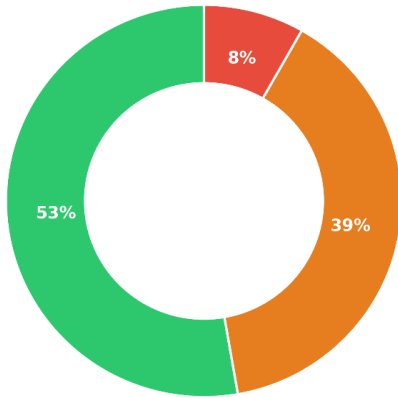
Two Years of Monthly Veteran By-Name-List Data (May 2023 through April 2025)



Inflow and Outflow Data - The Basis for System Innovation

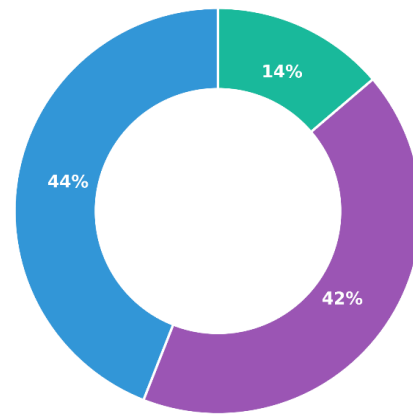
- Critically, BNLs also provide consistent inflow and outflow data, which can empower system innovation (e.g., if our monthly housing placements are X, and we try doing Y, how does X change?)

**Average Monthly Outflow
(146 total people)**



- **Housed** - 77 people
- **Became Inactive** - 57 people
- **No Longer Met Criteria** - 12 people

**Average Monthly Inflow
(109 total people)**



- **Newly Identified** - 48 people
- **Returned from Inactivity** - 46 people
- **Returned from Housing** - 15 people

Utilizing This Model for All Subpopulations

This can be applied to the other “People Goals” listed in the following table.

People Goal	2025 Coordination Efforts	Housing Opportunity
Veterans	Enhance/ Expand Veteran’s Consortium Efforts	Innovation cycles or Plan-do-study-act (PDSA) cycles, will help accelerate efforts within the Veteran’s consortium. This approach will help our community determine new ideas, learn what works, and make improvements in real time. It involves a small test to troubleshoot, assess that test in conjunction with committee members, and determine viability. If the test works, we expand; if not, the committee will move on to another test topic.
Youth	RTFH launched a Youth Ad Hoc Committee and a Youth Action Board (YAB) in early 2025.	RTFH was awarded a second Youth Homeless Demonstration Program grant of 9.42M in November of 2024. In 2025, the Youth Ad Hoc Committee and the YAB will work with Community Solutions to implement the ‘Built for Zero’ initiative for youth homelessness.
Families	Establish a family consortium in partnership with Interfaith.	Utilize the \$10M in Bezos Day One funding that has been collectively received by Interfaith and RTFH. In the summer of 2025, RTFH launched a pilot project in partnership with EIA Collective and the Monarch School to address barriers and access to families,

		focusing on strengths-based case management and additional rental assistance to support long-term sustainability.
Seniors	The Aging & Homelessness and Health & Homelessness Committees merged in 2025 and are establishing new priorities to address senior homelessness.	Build on efforts, such as the County's shallow subsidies program, to prevent senior homelessness and address shelter design to meet the needs of the aging population experiencing unsheltered homelessness.
Remaining Single Adults	In CY2024, RTFH partnered with the County and City of San Diego and philanthropic partners to increase the practice of Diversion in Housing Problem Solving.	More than \$1.5M in flexible funding known as Resolution Strategies funding secured from RTFH, the County, the City and local foundations resulted in nearly 500 households being housed. See RTFH Diversion and Resolution Strategies Impact Report .

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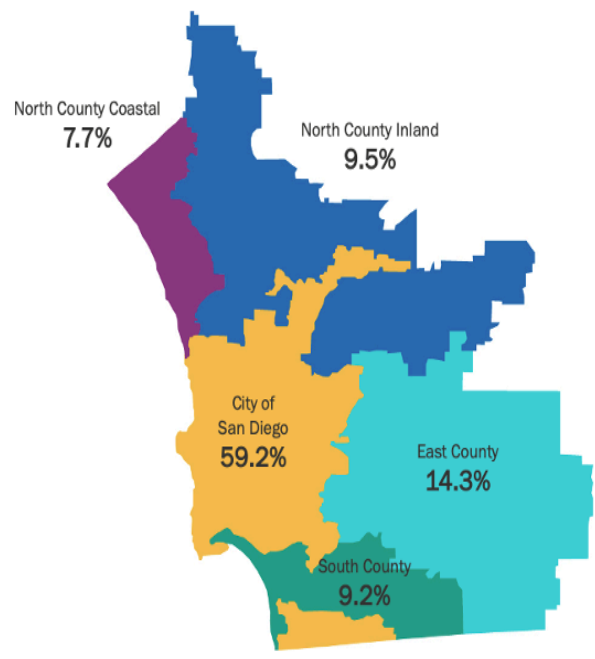
Workstream #2: Geographic Coordination

<p>Why Is This Important?</p>	<p>Our Vision</p>	<p>Strategic Focus</p>
<p>The number one system challenge identified in the Plan is a lack of regional alignment in our response.</p>	<p>The Plan’s goals and actions become the basis for a truly unified regional strategy and system of care.</p>	<p>One of the fastest paths to stronger regional coordination is through the establishment of geographic “By-Name-Lists.”</p>

<p>The Challenge</p>
<ul style="list-style-type: none"> To quote directly from the Regional Plan: “[Our system has] not adopted a common understanding of the problem nor agreement on solutions ... and while there is more leadership on the issue of homelessness than ever before, there are still gaps in committed, aligned, and bold leadership.” The Regional Plan was intended to be a “plan of plans,” tying together the different existing strategic plans and frameworks throughout the region.

Point-in-Time Count Trends across the Region
 (2021 data not included due to COVID-19 PIT changes)

Region	2020	2021	2022	2023	2024	2025
North Coastal	621	—	745	783	865	769
North Inland	570	—	697	653	876	943
East County	1,090	—	1,691	1,703	1,232	1,416
City of SD	4,870	—	4,801	6,500	6,783	5,866
South County	487	—	493	625	849	911
Total	7,638		8,427	10,264	10,605	9,905



2025 Point-In-Time Count Distribution

The Power of a By-Name-List

- A “By-Name-List” (BNL) is exactly what it sounds like - a comprehensive list of every person experiencing homelessness in a specific geographic area and/or within a certain subpopulation.
- It is helpful to imagine one overarching BNL for the entire county that is then subdivided for different purposes. For large communities, BNLs help make homelessness more manageable by creating smaller focus areas while still supporting the idea and culture of being one overall system.
- **Ultimately, almost 40% of the Regional Plan’s 113 actions depend on close partnership across local cities, subregions, the County, and the CoC. Geographic BNLs are the best approach for ensuring this collaboration.**

A Vision for Aligning the Regional Plan’s System Goals, Strategies, and Actions

- There is a strong working relationship between the RTFH, the County, and all cities in the region in order to build support for and operationalize the Regional Plan.
- All cities have a geographic-based BNL helping to organize frontline engagement in their community.
- BNLs can create the vehicle for helpful, ongoing, and consistent data reporting and tracking (for jurisdictions and the system as a whole).
- Based on data from the BNL, cities are investing to meet local needs, particularly around outreach, shelter, and other unsheltered services (to CoC standards).
- RTFH is seen and utilized as a valuable partner, coach, and convener.
- We understand our shared roles and responsibilities for providing a diversity of housing types and supports.
- Through all of these efforts, we are building shared values and operating principles for how we think about and respond to homelessness in San Diego.

Building Momentum

- The City of Oceanside and the City of Carlsbad partnered with RTFH in Spring 2025 to launch and implement the Encampment Resolution Funding (ERF), utilizing a BNL to focus on encampments and implement a “street to housing” approach.
- RTFH received \$8.4M in February 2025 from the State of CA HCD to address encampments along the I94 Corridor in the City of Lemon Grove. This effort was launched in August 2025 to address the first encampment zone and implement the “street to housing” approach, also utilizing initiatives like the Flexible Housing Pool, Diversion and Housing Problem Solving, and Shared Housing.
- RTFH is engaged with other cities, like Encinitas, Imperial Beach, National City, and Chula Vista to potentially apply for additional ERF funding.
- Continuing to build on sub-regional infrastructures like ARS in the North and the East County Task Force on Homelessness (ECTFH) to share learnings, best-practices, and collaboration. RTFH contracted with ARS in 2025, co-chairs the South Region working group, and is actively engaged with ECTFH, including regular staff attendance and participation in planning workgroups.
- RTFH will continue to work with cities to identify opportunities to leverage funding and initiatives.

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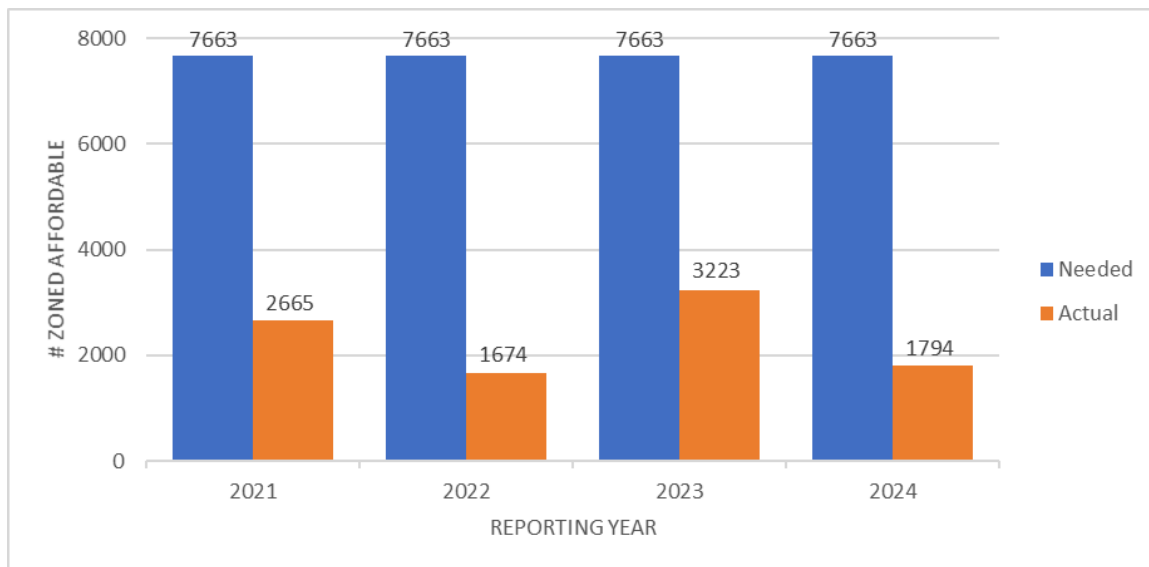
Workstream #3: Accelerating Outflow

Why Is This Important?	Our Vision	Strategic Focus
<p>There are ultimately just two levers for solving homelessness - slowing inflow and accelerating outflow.</p>	<p>Our goal is to gradually reduce the number of people experiencing homelessness in San Diego by ensuring outflow consistently exceeds inflow.</p>	<p>A series of coordinated strategic initiatives addressing the most significant opportunities to increase outflow from our system.</p>

Accelerating Outflow in a System We Do Not Control

- **Fundamentally, homeless systems of care do not control a community's overall housing supply.**
- The State of California, through the Regional Housing Needs Assessment (RHNA), has required that from 2021 to 2029, the San Diego region zone for 171,697 new housing units, including 68,971 low and very-low housing units, to ensure broad-based affordability in our community.
- Unfortunately, local communities are not yet meeting these goals. To make matters worse, rising building costs have resulted in delays for, and even cancellations of, approved projects.
- Costs have been further exacerbated by the loss of existing units due to local natural disasters (e.g., January 2024 flooding), as well as rising demand from increased immigration to our region.
- **The cumulative impact is that San Diego's homeless system of care continues to operate in one of the most expensive housing markets in the United States.** Since 2020, average rental prices have increased nearly 50%, putting upward pressure on the cost of leasing, subsidies, and housing placement.

Lagging Affordable Housing Production (Annual RHNA Numbers reported to the State of California)



Reasons for Hope

Accelerating outflow: Our region was successful in impacting outflow as demonstrated by [Diversion and Resolution Strategies](#); 489 households (597 individuals) served, 94% exited to permanent destinations, 96% retained housing at 12 months.

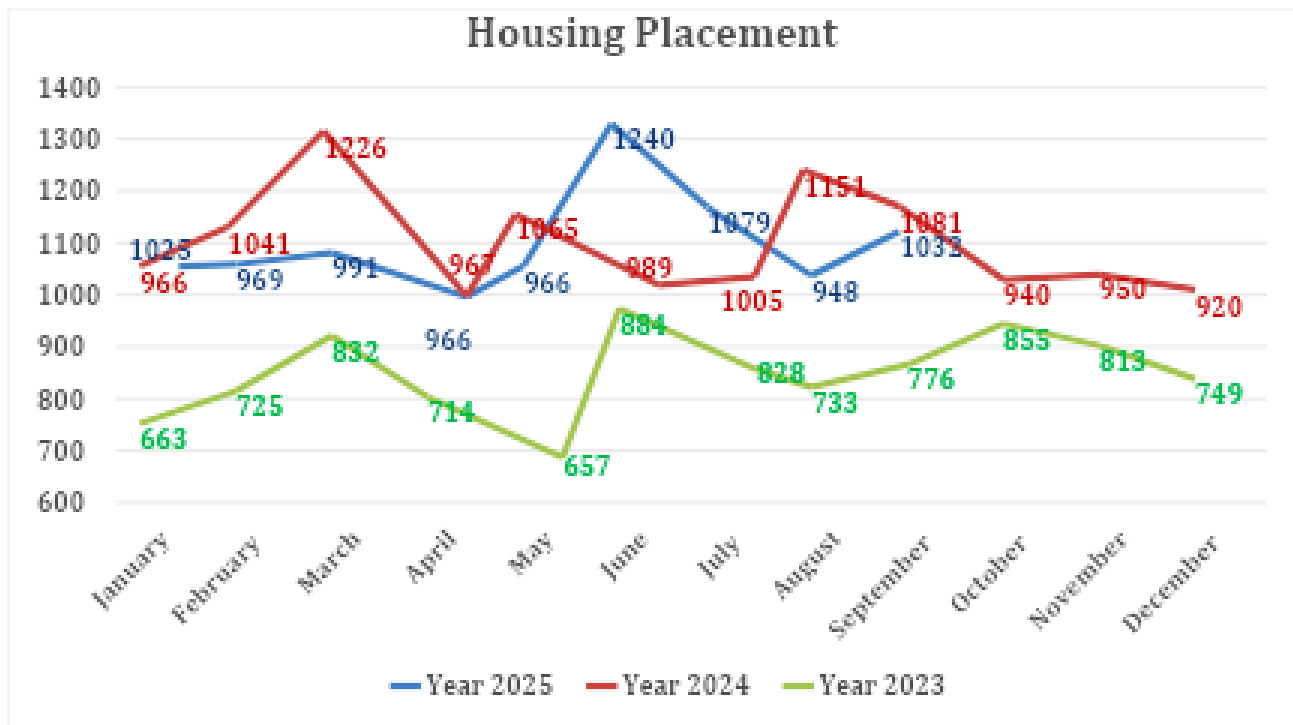
November–December 2024 marked the first time in 3 years more people exited to permanent housing than entered homelessness; annual exits increased 6%, with 9–10% increases in November/December.

Dedicated housing is the answer to homelessness. Over the last three years, our highest outflow months (March - June 2022) coincided with an infusion of Emergency Housing Vouchers, the opening of new Project Homekey sites, and the opening of Father Joe’s St. Teresa of Calcutta affordable housing project (see graph below).

Progress made:

- Between 2020 and 2025, our system of care increased rapid rehousing capacity by over 37% and permanent supportive housing capacity by over 66%.
- We utilized \$105,265,283 in Project Homekey funding to create 616 units across 6 properties.
- We supported local providers by housing over 1,500 people with the Flexible Housing Pool.

Three Years of Housing Placement Data (January 2023 through September 2025)



2025 Priority Projects

- Create 600+ new permanent units by converting underutilized transitional housing (2A10)
- Build on what's worked in the past, maximizing available funding: State's Homekey + and ERF (2A5)
- Continue to reorient our system towards housing-focused, caseload-based outreach (3B1, 3B5, 3D4)

Anticipated Impact

- Expanded capacity for short, medium, and long-term housing resources
- Accelerating and more efficient rates of housing placements

Key Metrics

- Gradually increasing monthly outflow
- Gradually improving net inflow / outflow

Unknowns

- Funding
- Market shocks
- Changing regulations

Additional Notes and Resources

- The federal executive orders, budget deficits and other pending changes will have significant impact in the coming months.

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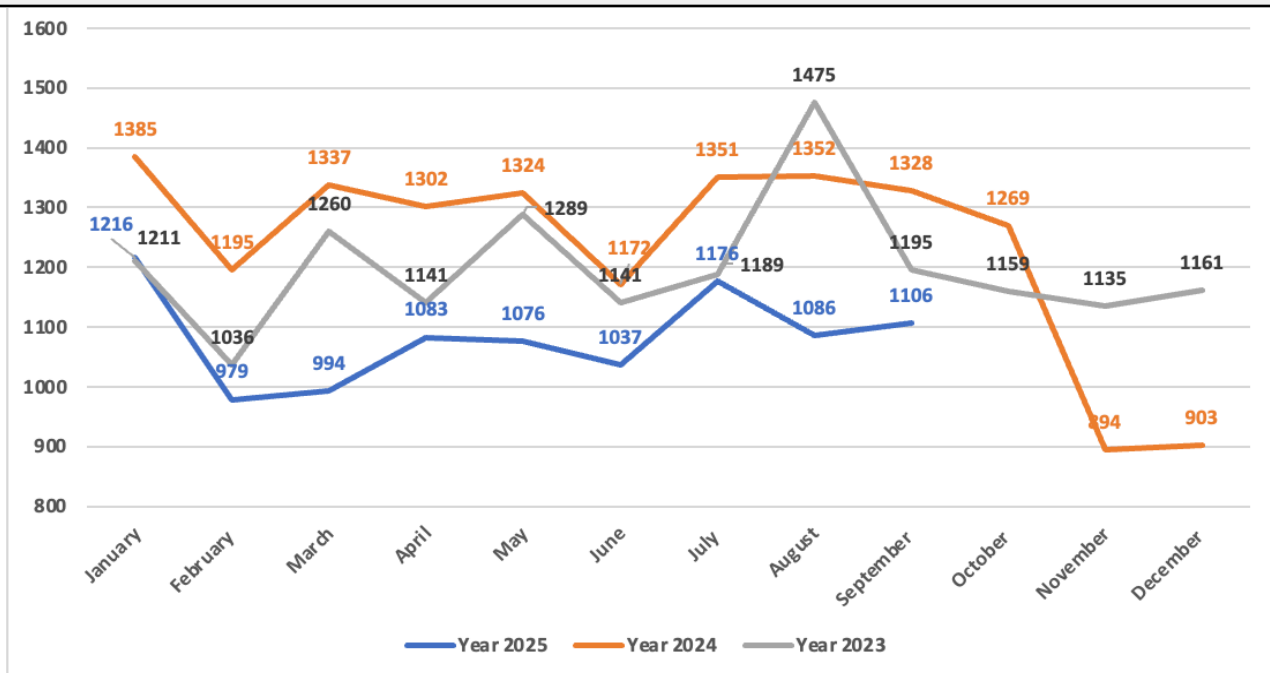
Workstream #4: Slowing Inflow

Why Is This Important?	Our Vision	Strategic Focus
<p>There are ultimately just two levers for solving homelessness - slowing inflow and accelerating outflow.</p>	<p>Gradually slowing inflow into our system by preventing housing crises in the first place and / or rapidly rehousing people when they initially contact our services</p>	<p>A series of coordinated strategic initiatives addressing the most significant opportunities to increase outflow from our system.</p>

A Crisis We Did Not Create

- **Modern homelessness is driven by a variety of intersecting and compounding challenges, many of which are decades in the making.**
- **The cost of housing** - San Diego has become one of the most expensive housing markets in the country. Since 2020 alone, average rental prices have increased nearly 50%.
- **Lack of access to Behavioral Health Services** - For almost 1 million San Diegans who are on Medi-Cal Insurance, there are just 78 substance use detox beds across our region.
- The cumulative impact of these issues is that when people face a personal crisis (e.g. job loss, rent increase, health challenge) it is increasingly difficult to sustain housing, especially for our most vulnerable residents.
- **As of 2024, almost 1 in 3 people touching our system for the first time is a senior over the age of 55.** The oldest person identified during the 2024 Point-In-Time Count was 85 years old.

Three Years of Monthly 1st Time Homelessness Data (January 2023 through September 2025)



The Foundation for a Stronger Response

Over the last three years, experiences of 1st time homelessness have remained relatively constant, averaging about 1,217 per month. **This means that for every 10 people our system houses, approximately 13 become homeless for the first time.** It is critical for sector partners - Justice, Behavioral Health, Children and Family, etc. to focus on preventing households from entering into homelessness.

Despite the headwinds, our system has planted a number of seeds to counteract this trend:

- Over 130 service providers are sharing data via our Community Information Exchange (CIE).
- We are a "no wrong door" community where all service providers operate as access points.
- Our healthcare and justice partners are actively engaged through CoC Committee work. Since last report, the Ad Hoc Justice Committee on homelessness was established.

2025 Priority Projects

Slowing inflow: RTFH focused on the underutilization of CoC funded Rapid Rehousing programs, while also recognizing that in a low stock and high cost region, households need more than 6-12 months of rental assistance to stabilize. RTFH utilized HHAP funding to extend CoC funded RRH programs from less than 12 months of rental assistance to 18-24 months of rental assistance, especially with families. **In the first 12 months of funding this initiative, the data shows that standard RRH exits to permanent housing is 68%. For those receiving additional rapid rehousing, exits to permanent housing increases to 97%.** The average length of additional enrollment time is 130 days.

Anticipated Impact

- Initiatives and funding to focus on prevention and diversion of households or populations at-risk of homelessness
- Reducing institutional setting discharges to homelessness

Key Metrics

- Gradually increasing monthly outflow
- Gradually improving net inflow / outflow

Unknowns

- Funding
- Market shocks
- Changing regulations around benefits programs like CalFresh, CalWorks

Additional Notes and Resources

- The federal executive orders, budget deficits and other pending changes will have significant impact in the coming months.

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Workstream #5: The Best CoC in America

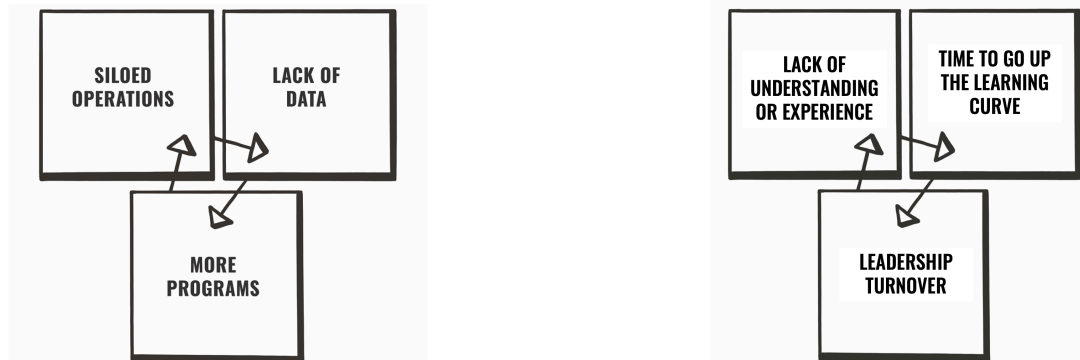
<h3>Why Is This Important?</h3>	<h3>Our Vision</h3>	<h3>Strategic Focus</h3>
<p>The number one system challenge identified in the Plan is a lack of regional alignment in our response.</p>	<p>Continuums of Care are the federal government's intended mechanism for coordinating local strategies and services.</p>	<p>Establish sector-leading practices for our CoC responsibilities while also creating new expectations for what's possible from CoCs.</p>

<h3>Continuums of Care - A Definition</h3>
<ul style="list-style-type: none"> The federal government requires every community receiving federal homelessness funding to create a "Continuum of Care" (CoC). CoCs are intended to be a regional or local planning body that coordinates housing and services and also promotes a community-wide commitment to the goal of ending homelessness. There are almost 400 CoCs across the country, including 44 in California.

<h3>Per Capita Rates of Homelessness Among California's Largest CoCs</h3>			
CoC Name	2024 PIT*	2020 Census	Rate Per 1k Residents
San Francisco CoC	8,323	873,965	0.0095
Los Angeles City & County CoC	71,201	10,014,009	0.0071
Sacramento City & County CoC	6,615	1,585,055	0.0042
Oakland, Berkeley/Alameda County CoC	9,450	1,682,353	0.0056
San Jose/Santa Clara City & County CoC	10,394	1,936,259	0.0054
Fresno City & County/Madera County CoC	4,305	1,164,909	0.0037
San Diego City and County CoC	10,605	3,298,634	0.0032
San Bernardino City & County CoC	4,255	2,181,654	0.0020
Santa Ana, Anaheim/Orange County CoC	7,322	3,186,989	0.0023
Riverside City & County CoC	4,249	2,418,185	0.0018
<p>*Data is for 2024 as not all CoC's conduct PIT in 2025</p>			

The Pitfalls of Not Aligning

When communities fail to establish a shared vision, a process for collective action, and a consistent evaluation framework, they can create powerful feedback loops that make this crisis harder to solve.



What HUD Requires CoCs To Do

- Overall leadership, coordination, and administration (“Lead Agency”)
- Administer HMIS and the PIT Count
- Operate the Coordinated Entry System
- Serve as the “Collaborative Applicant” for federal funding opportunities
- Establish standards, training, and monitor program performance
- Develop a strategic plan and provide annual reports on progress

RTFH Going Above and Beyond in San Diego

- Hosting an annual conference
- Data dashboards and visualization (e.g., inflow / outflow reports, equity dashboard)
- Project managing our Regional Plan
- Hosting national experts and supporting local learning collaboratives
- Convening CoCs throughout California to establish statewide sector alignment
- Statewide Advocacy to ensuring sufficient financial resources (e.g., HHAP-6)

Issue	Key Questions for Stronger Coordination
Structure	What are the meetings and processes driving our work? Where can we streamline and be more efficient?
Team	What is the current state of our workforce? How do we support staff and reduce turnover?
Funding	What is the “annual operating budget” for our ideal system? How does that compare to current spending?
Equity	Are we sufficiently addressing the inequities in modern homelessness? What are concrete next steps?
Lived Exp.	Can we create a plan to ensure “customer feedback” from all parts of the system?
Data	Are we operating from a shared set of acts? What is the regular, contextualized data that we need?
Story	What does the community think of our efforts? How do we build public support for our system?

A Plan for Even Stronger Coordination

As we move into the final years of our CoC’s Regional Plan to End Homelessness, how might we assess current system coordination efforts and prioritize key ways to become even more aligned in our response?