



SAN DIEGO Regional Task Force on Homelessness





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Thanks to Our
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WELCOME FROM OUR BOARD CHAIR

The Regional Task Force on Homelessness (RTFH) has continued to support the San Diego region in preventing and ending homelessness for more than 10,000 San Diegans. Like many regions across the state, San Diego has faced a challenging year as we grapple with high rental markets and housing shortages. Amidst these challenges, the efforts of RTFH and the community continue to yield opportunities for collaboration, stronger partnerships, and increased community education to shape the narrative around homelessness.

RTFH was equally successful as an organization, ending fiscal year 2023 financially strong, securing funding beyond state and federal funding; excelling in publishing a monthly data newsletter; working to address racial disparities; and leading this work in partnership with people with lived experience and/or expertise.

Some key areas of focus over the last year have been:

- Tamera Kohler, RTFH CEO, celebrated her 5th year at the helm.
- RTFH secured more than \$32 million in funding from the State, Managed Care Plans, and philanthropic partners
- RTFH added Galen Baggs to the Board of Directors as the Treasurer and Finance Committee Chair.
- RTFH has been a strong voice at local, state, and federal levels on the fact that housing is critical to ending homelessness.
- RTFH stood in support of the City of San Diego Home Building 2.0 Ordinance.
- RTFH expressed deep concerns and did not support the City's Unsafe Camping Ordinance.
- RTFH hosted an exemplary Conference on Homelessness, selling out with more than 740 attendees.

On behalf of the RTFH Board of Directors, I want to acknowledge and appreciate the work of the RTFH staff and the support of the San Diego region. We look forward to building on the achievements over this next year as we continuously strive to build a stronger community by which homelessness is rare, brief, and non-recurring. Please feel free to reach out to me with any questions, feedback, or concerns.



Sincerely,

Ray Ellis

Ray Ellis, Board Chair



OUR BOARD

Ray Ellis
Board Chair

Ellis and Associates, LLC

Sean Spear
CoC Board Chair

Community HousingWorks

Stephanie Kilkenny
Secretary

Lucky Duck Foundation

Galen Baggs
Treasurer
OpDecision

Amy Denhart
*Funders Together to End
Homelessness San Diego*

Joel John Roberts
*People Assisting the
Homeless (PATH)*

Lindsey Wright
Kaiser Permanente

David Baker
YMCA of San Diego County

Lucky Michael
*Arlene and Michael Rosen
Foundation (AMRF)*

Janet Carson
Community Member

Veronica Dela Rosa
San Ysidro Health

David Deng
J.P. Morgan Private Bank

Ollie Benn
*Jewish Community
Foundation San Diego*

Nancy Sasaki
*United Way of
San Diego County*

Rebecca Louie
*Wakeland Housing and
Development Corporation*

Mitch Dubick
Higgs Fletcher & Mack



OUR MISSION

RTFH exists to reduce and end homeless in San Diego, ensuring that if this situation does happen for anyone, it is rare, brief, and non-recurring and not an outcome.



OUR VISION

RTFH is the homeless policy expert and lead coordinator for the introduction of new models in the San Diego region and the implementation of best practices. Collaboration in the region and utilizing data are key ways to end homelessness, and we continue to expand the network of those who are touched by homelessness to improve lives.

HISTORY

RTFH began its work nearly 40 years ago as a City of San Diego Mayor's Task Force to examine emerging issues of homelessness, primarily in Downtown. The RTFH has since evolved into a robust nonprofit organization with a community of partners committed to preventing and ending homelessness across all of San Diego County.

In 2020, the Continuum of Care (CoC) Board voted to separate from the RTFH and establish a CoC Board and an RTFH Board of Directors. This has allowed RTFH to focus on operational, financial, and strategic issues facing the non-profit organization while also fulfilling its role as the Lead Agency for the San Diego CoC. 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.

RTFH is the San Diego Continuum of Care (CoC), designated by The U.S. Department of Housing and Urban Development (HUD). In this role, RTFH administers federally required activities such as the Homeless Management Information System (HMIS), Coordinated Entry System (CES), 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. The CoC work accounts for roughly 80% of the RTFH's staffing and time throughout the year, with the focus of moving the CoC toward becoming a HUD-designated High Performing Community.



LIVE WELL
SAN DIEGO



SAN MARCOS
Discover Life's Possibilities



OUR SIX STRATEGIC GOALS

The Regional Task Force for Homelessness began fiscal year 2022-23 with an updated 3- year Strategic Plan.

1

INCREASE THE PROMINENCE OF RTFH IN THE COMMUNITY

Although RTFH is highly regarded by those with whom it has close associations, RTFH is not well-known throughout the region. In addition, it is often mislabeled as a government entity.

GOAL(s): RTFH will aggressively promote its brand, role, and accomplishments by developing and implementing a communication and branding strategy; and RTFH will convene regional gatherings to educate, promote best practices, and bring local governments, non-profits, and providers together for united actions.



2

SECURE UNRESTRICTED FUNDING

As a c3, RTFH can secure unrestricted funding to build capacity and advance innovative and emerging practices. Unrestricted funding is critical to support costs due to stagnant federal funding; costs not covered by other funding sources; and to support RTFH's continued work on the Regional Plan.

GOAL(s): In year one, RTFH will develop an unrestricted funding plan large enough to support the execution of the Strategic Plan and the continued growth of the organization; and then fund, staff, and implement the unrestricted funding plan in years 2 and 3.



>>>

OUR SIX STRATEGIC GOALS

3

CONTINUE LEADERSHIP IN DIVERSITY, EQUITY, AND INCLUSION (DEI)

RTFH stands out among its peers in implementing DEI initiatives. With the assistance of Equity-in-Action, RTFH has spearheaded important discussions about DEI – both internally and with its partners. These actions have led to specific, intentional actions, such as diversification of the Board, an active community position in response to the murder of George Floyd, and the creation of the regional Ad Hoc Committee on Homelessness Among Black San Diegans. This Committee has established a strong reputation in many parts of the greater San Diego community. RTFH will strengthen its leadership in this area.



GOAL(s): Implement the CoC Action Plan Addressing Homelessness Among Black San Diegans; share DEI experience with advocacy groups from BIPOC, Veterans', and Seniors' communities to equip, educate, and gain their advocacy for equitable solutions for homelessness.

4

ESTABLISHING RTFH AS THE LEADER IN HOMELESSNESS INFORMATION IN SAN DIEGO CITY & COUNTY

RTFH is the steward of most of the important homelessness data in the region. If RTFH had the tools and personnel resources to powerfully curate and analyze the data, RTFH could turn this data into specifically actionable information about homelessness. Equipped with that information, RTFH can 'own the message' and define specific initiatives that drive policy and engage the community. These data-driven initiatives should be specific enough to drive objectives common to the cities and county of San Diego, advance specific DEI actions, and be embraced by 'the person on the street'.



GOAL(s): Define and fund a plan for gathering & curating data, implementing advanced analytics, and turning analytics results into actionable initiatives (Year 1); Implement the plan and incorporate feedback for continuous improvement (Years 2 and 3); and promote the analytics results and initiatives such that RTFH shapes the public narrative about homelessness, to dissuade it from being co-opted by those who oppose the mission (Years 2 and 3).

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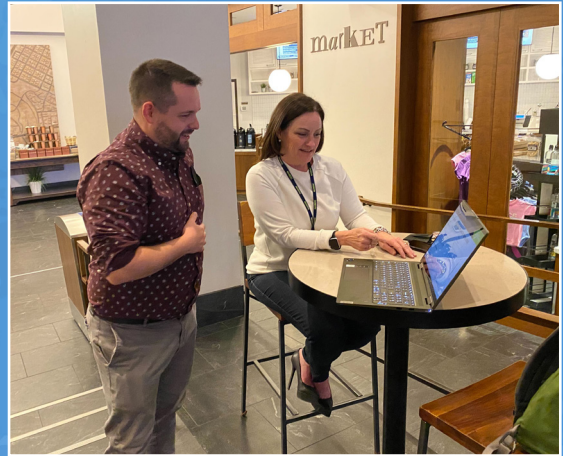
OUR SIX STRATEGIC GOALS

5

INCREASE CAPACITY: FISCAL/ ACCOUNTING TEAM

The infrastructure and staffing of the fiscal/ accounting team is critically needed to keep pace with future growth in the organization's scope and workload. RTFH needs to increase this group's capacity to ensure effectiveness, efficiency, and compliance.

GOAL(s): Assess the fiscal/accounting team's staffing, structure, and supporting IT systems. Enhance and expand to match work demands.



6

INCREASE CAPACITY: PERSONNEL

RTFH will build strength at several key leadership levels:

Board of Directors: Increase the number and relevant expertise of Board members, with specific focus on RTFH's mission as a c3.

Senior Leadership: (1) Assess skills and competencies required for the Senior Leadership team to effectively lead the organization. Expand the skill base of the Senior team to provide the needed leadership and minimize single points of vulnerability. (2) Develop and implement Succession and Retention plans.

Organizational Structure: (1) Identify competency gaps and build critical skills where needed. (2) Retention of skilled critical staff through competitive pay and other support and compensation. Cross train and build on emerging leaders within the organization.



KEY HIGHLIGHTS AND ACCOMPLISHMENTS



INCREASE THE PROMINENCE OF RTFH

- RTFH made significant strides towards this strategic goal by producing **SOLUTIONS FOR SAN DIEGO**, a transformative two-day conference at the San Diego Convention Center strategically designed to tackle Southern California's pressing issue of homelessness.

The first-time event drew an impressive gathering of over 700 participants from 160 diverse organizations. The conference featured keynote addresses by national leaders, compelling breakout sessions aligned with RTFH's Regional Community Action Plan, and illuminating discussions led by state and local officials, including California Business, Consumer Services and Housing Secretary Lourdes Castro Ramirez.



"Homelessness is a Housing Problem"
co-author Gregg Colburn



Beyond insightful conversations, the conference showcased the remarkable talents of individuals who had experienced homelessness, such as the Franklin family and Emmy-winning choreographer Doug Jack, whose inspiring stories were shared through impactful musical performances. Each day's final sessions celebrated frontline workers and acknowledged the triumphs of those who had overcome homelessness. >>>



The Franklin Family



Doug Jack

POWERFUL
LINEUP OF
SPEAKERS

RTFH was honored to welcome an all-star cast of national experts, policy leaders, frontline service providers, and elected officials.

Ann Oliva
CEO, National Alliance to End Homelessness

Amanda Misiko
Andere
CEO, Funders Together to End Homelessness

Iain De Jong
President & CEO, OrgCode Consulting, Inc.

Gregg Colburn
Co-Author, "Homelessness is a Housing Problem"

Donald Whitehead
Executive Director, National Coalition for the Homeless

Helene Schneider
United States Interagency Council on Homelessness (USICH)

Keith Harris
VA Homeless Program, National Director and Senior Ex. Homeless Agent LA

Dr. Sam Tsemberis
Founder & CEO, Pathways Housing First Institute

Ed Boyte
The Listening Group Founder and National Expert on Diversion

Darlene Mathews & Michele S Williams
Principles of Equity in Action, Nationally Recognized Racial Equity Experts

KEY HIGHLIGHTS AND ACCOMPLISHMENTS



*Above: Outreach Leader award winner, Pete Haggard
Right: Program Staff award winner, Turquoise Teagle*

A highlight of the conference was a special awards ceremony recognizing six outstanding individuals for their quiet yet impactful work in frontline roles, service provision, and lived experience advocacy. With over 75 nominations, selecting winners for each category proved challenging but underscored the invaluable contributions made daily by San Diegans across the region. Bob Dalton, **Sackcloth & Ashes** Founder, joined us in celebrating the awardees as RTFH presented each winner with a Sackcloth & Ashes blanket. Bob is a phenomenal individual who was inspired to help the homeless community when his mother found herself living on the streets in 2013. Sackcloth & Ashes donates a blanket to a homeless shelter for each one purchased.



Left: Bob Dalton of Sackcloth & Ashes. Above: Lived Experience Voice award winner, Vanessa Grazino

The success of the 2022 RTFH Conference on Homelessness was made possible by the generous support of sponsors, including the title sponsor Blue Shield of California Promise Health Plan, and the dedicated involvement of RTFH and CoC board members. Their support, constructive feedback, and commitment to the regional plan were pivotal to the conference's success.

As the conference concluded, RTFH thanked everyone who contributed to its success—speakers, participants, sponsors, and supporters (See pages 23-25) for a full list). CEO Tamera Kohler's visionary concept transformed into a sold-out reality, leaving attendees deeply connected and motivated to continue the vital work addressing homelessness. The collective commitment aims for a future where homelessness is a rare and brief occurrence, not a permanent life-changing situation. The leadership team of RTFH intends to make **SOLUTIONS FOR SAN DIEGO** an annual event. >>>

“

It was an absolutely **OUTSTANDING** conference and was something that we all needed. Though this work can be difficult, the conference proved that the camaraderie among us is very real.

I was impressed that as many quality speakers were there and available to interact with. It was great to have so many professionals in one space!

I showed up this morning to the most amazing conference. Bravo. It was **PACKED** and so well run. You should be very proud.

Congratulations to you and your staff on a truly outstanding conference. The content was rich, but equally impressive was the sense of community among the attendees. Everyone I met was so eager to engage in conversation. A convening like this in San Diego was long overdue.

KEY HIGHLIGHTS AND ACCOMPLISHMENTS

- RTFH contracted with IVC Media to begin the work of rebranding RTFH and updating the website for a more seamless navigation experience for users.
- RTFH published the Regional Community Action Plan to Prevent and End Homelessness in San Diego in September 2022, which sets forth a shared vision and foundation for ending homelessness throughout the San Diego region over the next 5 years.
- RTFH participated in local, state, and national conferences, symposiums, and panels highlighting the work of RTFH and the San Diego region in addressing racial equity, data, funding, and initiatives focused on housing. Local symposiums included the Regional Red Cross and AARP. State conferences included Housing California and Forensic Mental Health Association of California; and Federal Conferences included the National Human Services Data Consortium and the National Coalition for Homeless Veterans.
- Tamera Kohler, RTFH CEO, consulted with national leaders, Nan Roman (NAEH), and Jeff Olivet and Helene Schneider (USICH) and other California CoC leaders to address the narrative around Housing First and the need for Affordable Housing.
- Tamera has provided support to the Lived Experience Advisers (LEA) training program, providing information on the homeless services system and partnering with leaders and funders to strengthen the inclusion of people with lived experience.
- Lahela Mattox, RTFH COO, has continued to present to students in the San Diego City College programs sponsored by the San Diego Housing Commission, which focuses on supporting new workforce by introducing them to the homeless services system

Recognition

- Tamera was appointed to the National Alliance to End Homelessness Leadership Council, the first time someone from San Diego has been asked to join this prestigious national group. This is a 3-year commitment
- Lahela was selected to sit on the Housing California Policy Committee, the only CoC participating on the Committee. This is a 2-year commitment.
- Tamera received a **2023 Live Well San Diego Annual Public Health Champion Award** by the County of San Diego alongside Mayor Todd Gloria and Senate Pro Tem Toni Atkins, demonstrating the leadership of RTFH in the San Diego region on the intersection of public health and homelessness. >>>



Housing
is a basic
HUMAN RIGHT
that should
be afforded to
ALL San Diegans.

Housing **ENDS**
homelessness.
While it's a
complex and
layered issued,
if we start every
conversation
about
homelessness
with a truism
that if a person
has a home, they
are no longer
homeless, other
aspects can fall
into their proper
place.

TAMERA KOHLER

CEO, Regional Task
Force on Homelessness
(RTFH)



KEY HIGHLIGHTS AND ACCOMPLISHMENTS

Funding

- Successfully administered nearly \$5 million in federal and state funding to 9 local partners through the HUD Youth Homeless Demonstration Program (YHDP) and the State's Homeless Housing, Assistance and Prevention (HHAP), with more than 1,100 youth receiving assistance through YHDP and HHAP.
- Awarded more than \$8 million in Homeless Housing, Assistance and Prevention (HHAP) funding to 21 organizations for FY22-23, assisting nearly 4,000 unduplicated individuals.
- The HHAP Round 4 application was submitted and approved to receive the 11.2M allocation for the San Diego City and County CoC.
- RTFH received \$19.3 million in FY 22-23 of State funding for the HHAP Round 3 and Round 4.

Housing Focus

- The lack of available affordable rental housing is one of the greatest challenges San Diego County faces in addressing homelessness. As a result of community feedback from listening session hosted by RTFH in 2018, RTFH identified the creation of a **San Diego Region Flexible Housing Pool (FHP)** to address this challenge, recognizing that a multi-pronged approach of new housing, acquisition and rehab, and utilization of the rental market would be critical. The FHP is a nationally recognized systems-level strategy to fund, locate, and secure housing for people experiencing homelessness in a more coordinated and streamlined way. The FHP is primarily funded by the San Diego Continuum of Care and continues to be critical to securing private market rental units for the homeless services system. RTFH contracts with Brilliant Corners to administer the FHP. In the 3 years since the FHP was introduced in San Diego, 917 households have been successfully housed. For FY 22-23, the FHP housed 496 households, including 426 Veterans, 47 Youth, and 23 non-veteran or youth. Visit rtfhdsd.org for more information.

>>>



The [FHP] has been truly amazing in helping me transition from being homeless with nothing going for me to being comfortable in my own home and working towards my goals.

YOUTH QUOTE



Families have unique situations... [they] made us feel important. Having landlords being willing to work with us and hold a unit is challenging. [FHP] program being able to pay the rent and hold the unit while we got all of our paperwork and inspections. That is what saved us. We were able to find a home before Thanksgiving.

VETERAN FAMILY

KEY HIGHLIGHTS AND ACCOMPLISHMENTS

- RTFH partnered with the San Diego Housing Commission and the County of San Diego Housing Authorities to support applications seeking additional housing vouchers in the Family Reunification Program (FUP).



When it comes to homelessness, we have a lot of public agencies involved but not necessarily a lot of time and resources. This means we have to work hard to coordinate our efforts across the entire region to make the best use of limited funds and political capital, and to throw these resources behind the efforts that have the biggest impact, because this continues to be an emergency and the public needs to see results.

TERRA LAWSON-REMER

San Diego County Board of Supervisors, District 3

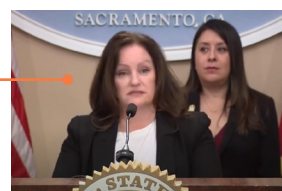
Convening and Training Homeless System Partners

- The CoC General Membership meetings have continued to grow, with more than 100 attendees each month; consisting of monthly CoC training on funding and reporting requirements; community support, and more.
- Convened quarterly Regional Homeless Outreach meetings in partnership with the County of San Diego, with an average of 70 attendees at each meeting to share outreach best practices, and coordinated outreach efforts within regions.
- Contracted with UCLA for a third year of Motivational Interviewing training sessions for San Diego region outreach workers. 8 sessions were held and trained more than 300 outreach workers.
- The CoCs Aging and Homeless Committee partnered with the County of San Diego's Aging and Independence Services to host a webinar and provided information and education on resources available to older adults, how to access services, and how to meet the needs of an aging population experiencing homelessness. There were more than 200 attendees with a follow-up session at the 2022 Conference on Homelessness.
- RTFH contracted with the Impact Center to develop and implement a Homeless Services Leadership group for the next 3 years.
- RTFH contracted with Iain De Jong to provide support and development skills to leaders in Street Outreach to strengthen the skillsets of frontline professionals around leadership.
- RTFH contracted with Iain De Jong to focus on Harm Reduction practices. RTFH hosted in person symposiums throughout the year.

Elevating Advocacy to Action: Local, State, and Federal

State and Federal Advocacy

- Tamera Kohler joined elected officials in Sacramento as the only CoC representative at the **press conference** unveiling AB 799, the **Homelessness Accountability Act**, a bill aimed at creating an ongoing funding source to tackle homelessness in California. >>>



KEY HIGHLIGHTS AND ACCOMPLISHMENTS

- RTFH called upon Senators and Congress members and elected leaders in coordination with NAEH leadership to ask for the continued support of federal funding to programs that address homelessness.
- RTFH was a **vocal proponent for Prop 27**, a bill which would have brought millions of dollars to the San Diego region to fight homelessness through the legalization of sports betting in California. Unfortunately, the ballot measure did not pass in November, 2022.

Regional Convener

- In July 2022, RTFH hosted USICH Executive Director Jeff Olivet for a two-day visit to San Diego, hosting multiple meetings with outreach teams, visiting housing and sheltering sites, conversations with folk with lived experience, and holding a town hall meeting attended by the public and a number of elected officials.
- RTFH has hosted multiple in-person and virtual meetings with leaders from other communities to better understand San Diego's homeless services and response system. This included Austin, Texas and New York — both interested in the San Diego Flexible Housing Pool — and Placer County and Fort Lauderdale, who were interested in learning the CoC functions in partnership with the City and County and other stakeholders like elected and law enforcement; best practices; and housing solutions.

Advocacy and support of funding and programs in San Diego

- Tamera Kohler published an **op/ed** in the San Diego Union Tribune about the Point in Time Count and the importance of other data sets created by RTFH to provide our region with a more comprehensive understanding of what homelessness looks like in our region.
- RTFH spoke in favor of the San Diego City Council tenant protections ordinance, which passed 8-1 in April. With more people experiencing homelessness for the first time rather than having their homelessness resolved, everything we can do to keep people housed is vital to the success of our system.
- RTFH supported the **How About Love** event put on by Lived Experience Advisors featuring remarks commemorating the day from San Diego City Council President Sean Elo-Rivera, RTFH CEO Tamera Kohler, City of San Diego Director of Homeless Strategies and Solutions Hafsa Kaka, John Brady of Lived Experience Advisors and more. >>>



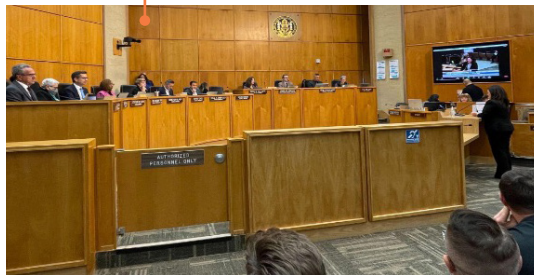
The purpose of World Homeless Day is to draw attention to the needs of people who experience homelessness locally and recognize that simply being without a home is a dangerous health condition. It's traumatic for those who experience it and for many like our seniors it can exacerbate serious health conditions; and for those most vulnerable and living on our streets, it can end in death.

TAMERA KOHLER

CEO, Regional Task Force on Homelessness (RTFH)

KEY HIGHLIGHTS AND ACCOMPLISHMENTS

- RTFH stood up for its values and best practices by advocating against the passage of anti-camping legislation in jurisdictions across San Diego County through **public letters**, meetings with elected officials and more. RTFH CEO Tamera Kohler answered questions for San Diego City Council Members during a marathon meeting where an anti-camping ordinance was heard and eventually passed.
- RTFH was an inaugural and foundational member of the **Leave No Veteran Homeless Initiative**, which kicked off in January 2023, aiming to reach functional zero for veteran homelessness in the San Diego Region.
- RTFH CEO Tamera Kohler was invited to speak at a press conference in March held by District Attorney Summer Stephan announcing plans to build an app that will have real-time data on bed availability in the county.
- RTFH CEO Tamera Kohler spoke in favor of the San Diego proclamation declaring housing a human right in the city in January, making clear the link between our lack of affordable housing increasing homelessness in our region.
- RTFH CEO Tamera Kohler was asked to speak with elected officials and regional leaders about the importance of the County of San Diego declaring homelessness a public health crisis.



“A public health approach to homelessness will help align efforts, share resources, and more purposefully help address the root causes of housing instability and health on a large scale with a humane response

NORA VARGAS

San Diego County
Board of Supervisors,
District 1

“Over the past two years, we have lost more lives than in any previously recorded year,”

JOHN BRADY

Director of Lived
Experience Advisors

KEY HIGHLIGHTS AND ACCOMPLISHMENTS



SECURE UNRESTRICTED FUNDING

- Secured nearly more than \$5 million in grant funding from private entities to expand the work of RTFH beyond federal and state grants: Bezos Day One Family Funds, Arlene and Michael Rosen Foundation, Conrad Prebys, City of Del Mar, and Kaiser Permanente
- RTFH leadership secured more than \$130,000 in sponsorships for the first annual Conference on Homelessness.
- RTFH secured \$4 million in direct funding from the State of California Housing and Community Development to develop peer mentoring programs and address family homelessness. Funding was sponsored by Senate Pro Tem Toni Atkins and was evenly split between RTFH, the Monarch School, and Voices of Our City Choir.
- In March 2023, RTFH developed and implemented an Investment Policy and an Investment Plan. The Investment Plan utilized state, philanthropic, and general funds to take advantage of historically high interest rates. This plan will yield nearly \$600k in interest and increase available unrestricted funding for both RTFH and the homeless services system.
- In 2022, RTFH was selected as a **Bezos Day One Family Fund** grant recipient by a group of national advisors who are leading advocates and on homelessness and service provision. The fund has provided 170 grants totaling more than \$520 million to organizations around the country working to combat homelessness and help families gain housing support and stability. RTFH was one of 40 organizations from 26 different states to receive funding. **Read the RTFH Press release.**
- RTFH collaborated with the 6 Managed Care Plans in San Diego that are part of the **Housing and Homelessness Incentive Program (HHIP)**, administered by the State of California Department of Health Care Services (DHCS). HHIP is an incentive program to begin addressing the social determinants of health and health disparities by health plans investing in homelessness and housing. RTFH secured \$3.6M to support HMIS and CES system level work; to support activities of the CoC such as the Point In Time Count, training needs, and CoC committee work; Diversion work and Resolution Strategies; Racial Equity work; and the Flexible Housing Pool.



Blue Shield Promise is proud to support the Regional Task Force on Homelessness' efforts to convene stakeholders who share that same commitment. Together, we can amplify proven strategies that support our unhoused neighbors and improve the physical and mental well-being of individuals in the communities that we serve.

JAMES CRUZ, MD
Chief Medical Officer
Blue Shield of California Promise Health Plan



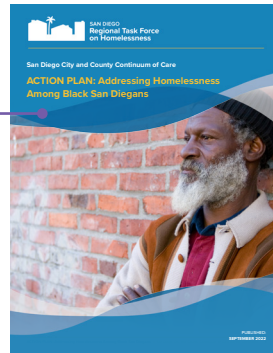
Title Sponsor of
RTFH's Conference
on Homelessness

KEY HIGHLIGHTS AND ACCOMPLISHMENTS



CONTINUE LEADERSHIP IN DIVERSITY, EQUITY, AND INCLUSION (DEI)

- RTFH published the **CoC Action Plan Addressing Homelessness Among Black San Diegans** in September 2022 which provides detailed recommendations to reduce and eliminate disparities in the homeless services system. It is an urgent call to action for all stakeholders including government partners, public/private funders, and homeless service organizations to better meet the needs of Black San Diegans experiencing or at-risk of homelessness.
- RTFH secured additional funding to renew a multi-year contract with Darlene Mathews and Michele Williams, Co-Principles of Equity In Action, to support the Ad Hoc Committee in developing implementation plans.
- RTFH has co-presented with the Ad Hoc Committee Addressing Homelessness Among Black San Diegans at state and national conferences and symposiums, on racial equity, inclusion and justice work as a CoC.
- RTFH was selected to participate in the NAEH national cohort on addressing racial disparities by looking at tools such as CES to reduce or eliminate barriers to meeting the needs of people of color.
- The RTFH Conference on Homelessness included a session on supporting and cultivating BIPOC leadership and a session on inequities in the homeless service system, highlighting the work of the CoC Ad Hoc Committee Addressing Homelessness Among Black San Diegans.



While there's a lot of work to be done, there's immense opportunity to make a difference in the lives of our unsheltered neighbors. I look forward to working with my fellow board members and other stakeholders to use all of the available tools, knowledge and talent at our disposal to end homelessness in San Diego.

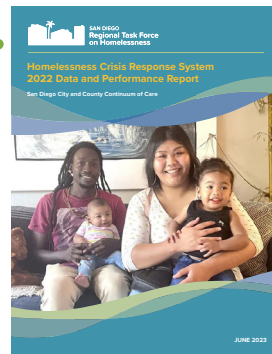
SEAN SPEAR
Chair, CoC Advisory Board

KEY HIGHLIGHTS AND ACCOMPLISHMENTS



ESTABLISH RTFH AS THE LEADER IN HOMELESSNESS INFORMATION IN SAN DIEGO CITY AND COUNTY

- RTFH continues to be the HMIS Lead for both San Diego and Imperial Counties. RTFH is the only CoC in California that administers HMIS for more than one County. This support increased this last year with additional agencies and reporting as a result of the State of California's — **Housing and Homelessness Incentive Program (HHIP)**, which required the Managed Care Plans in San Diego to partner with the homeless services system and the CoC. HHIP was designed to begin addressing the social determinants of health and health disparities by health plans investing in homelessness and housing.
- Published the **2022 Annual Report on Homelessness**.
- Supported over 75 organizations, administering over 600 unique programs, with over 1,250 individual staff users. Individual staff users continue to increase annually.
- Since the 21-22 Annual Report, RTFH HMIS team has supported 50 new organizations, for a total of more than 125 organizations; administering over 712 unique programs (600 last year); and nearly 2,200 users accessed HMIS over the fiscal year. There are currently 1,385 active individual staff users, compared to 1,250 last year. The number of individual staff users continues to increase annually.
- Statistics from the HMIS support indicate the HMIS team responds to an average of 700 support tickets each month, with a user support satisfaction rate exceeding 97%.
- In total the HMIS supported the records of over 45,703 persons experiencing homelessness throughout the year, of which 14,258 clients touched the crisis response system through an HMIS program for the first time.
- In the reporting year, 8,843 clients became stably housed, of which 945 people were connected to permanent housing programs through the Coordinated Entry System (CES) referrals.
- RTFH Data team developed a new racial equity dashboard to be released in early 2024.
- RTFH Data team presented at two national conferences this year on the new CES priority and process in San Diego. >>>



This new data gives us more clarity on the challenge we are facing: While our system of getting people off the streets and into housing is working, it's being undermined by larger forces that are causing a greater number of people to fall into homelessness, such as a lack of affordable housing and broken mental health and social safety net systems. We as a city, region, state, and nation have a shared responsibility to work together to expand our response efforts.

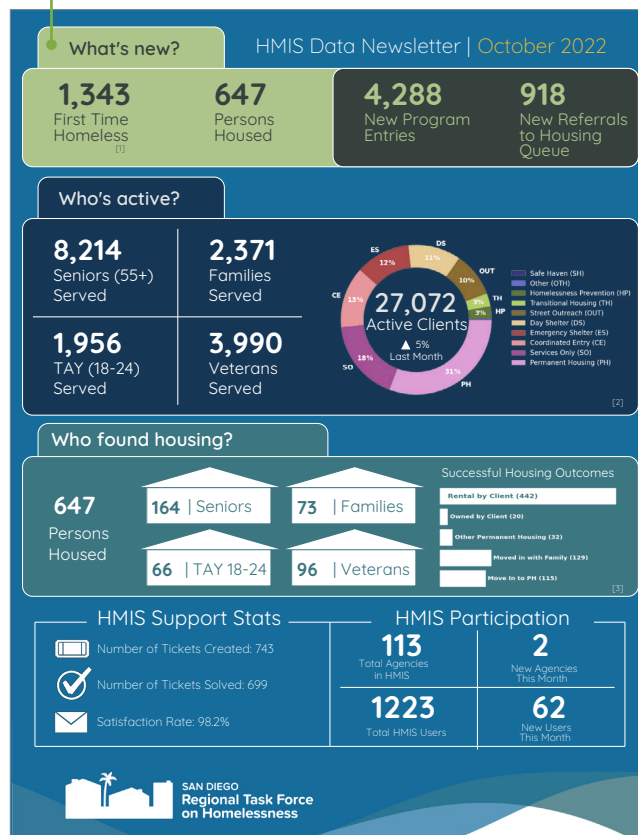
TODD GLORIA

Mayor, City of
San Diego

KEY HIGHLIGHTS AND ACCOMPLISHMENTS

To provide the San Diego region with a better understanding of the homelessness crisis, RTFH began publishing a new report that highlights how many people enter and exit homelessness each month throughout San Diego County. RTFH's data team has compiled this first-of-its-kind monthly data report with the help of homeless service providers from across the region. As a part of that research, RTFH looked back over a 12-month period from October 2021 to September 2022. Moving forward, RTFH will update these statistics each month on its **homepage**.

- **On average, over the last 12 months, 10 people found housing for every 13 people who experienced homelessness for the first time.**
- The report shows how many people are exiting homelessness compared to how many people are falling into homelessness for the first time.
- Over the 12 months, more people exited the system than entered in only two of those months. We have not had more people exit homelessness than enter it in our region since March 2022. That is a trend we must reverse.
- RTFH Chief Data Officer Jegnaw Zeggeye and the HMIS team were featured in national publications this year:
 - Community Solutions: San Diego Harnesses Data and Communications to Shift Local Narrative on Homelessness**
 - Amazon AWS: Using the cloud to integrate homelessness data with whole-person care services**
 - Route Fifty: How one region consolidated homelessness data to improve care**



“The numbers presented in this report confirm why — despite incredible efforts to house those who are experiencing homelessness — we continue to slip backward in the battle to solve our homelessness crisis. We must take urgent action to prevent people from falling into homelessness with greater tenant protections, rental support, or any other programs that prevent people from being forced to live on the streets.”

SEAN ELO-RIVERA
President, San Diego City Council

KEY HIGHLIGHTS AND ACCOMPLISHMENTS



INCREASE ORGANIZATIONAL CAPACITY



I am truly grateful for the opportunity to join the board of the San Diego RTFH. Working alongside dedicated individuals committed to addressing homelessness has been an immensely rewarding experience, and I look forward to contributing to positive change in our community.

GALEN BAGGS

OpDecision
Treasurer, RTFH

Fiscal/Accounting

- With the increase in funding to administer, RTFH expanded the fiscal team by adding two Grants and Contracts Managers during FY22-23 and a part-time bookkeeper.

RTFH Board of Directors

- RTFH added 3 critical members to the Board in FY22-23:



Rebecca Louie
*Wakeland Housing and
Development Corporation*



Mitch Dubick
Higgs Fletcher & Mack

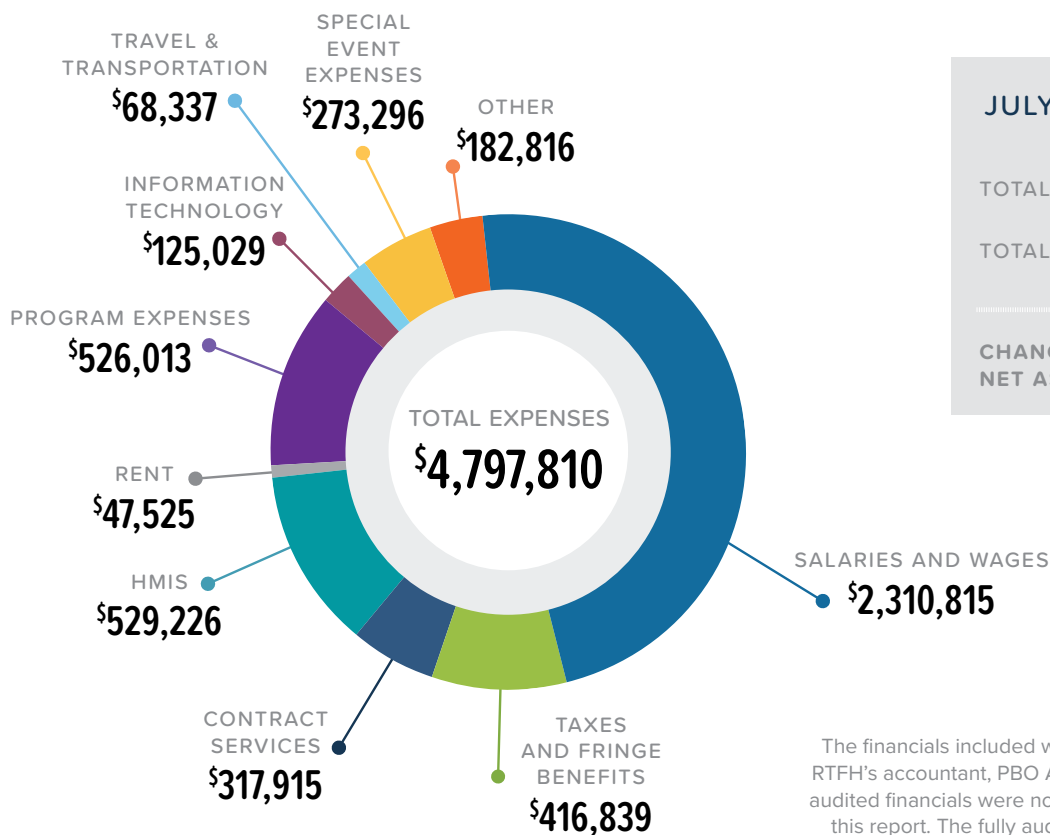
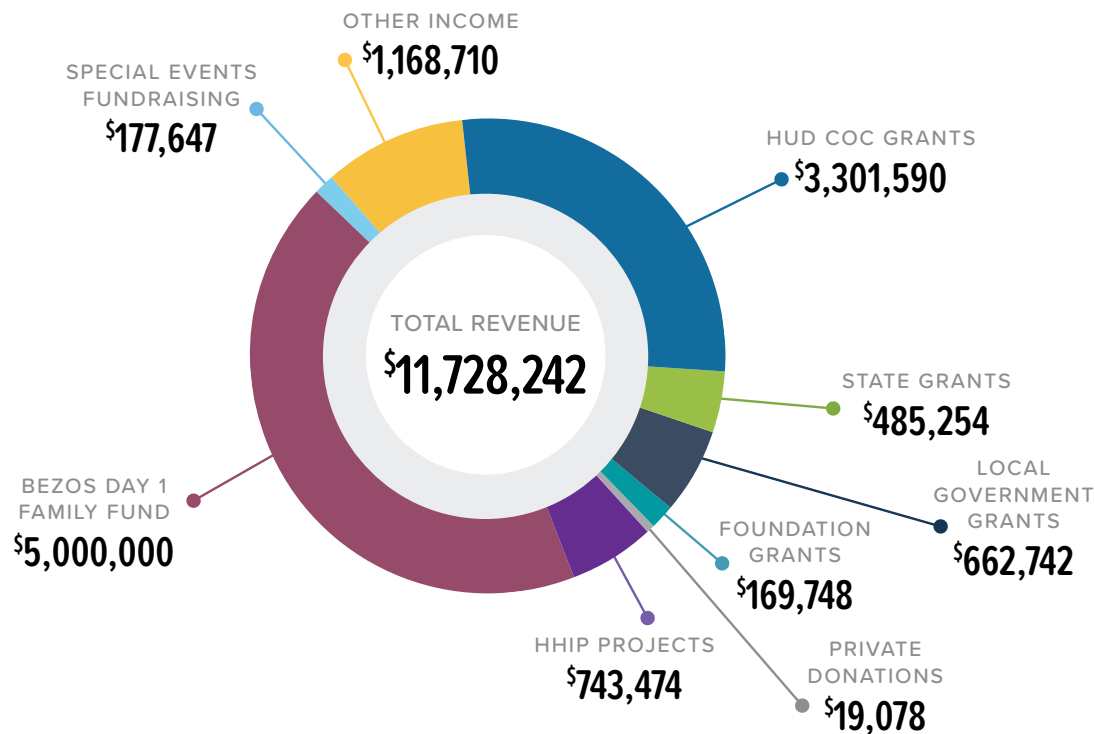


Galen Baggs
OpDecision

Leadership and Organizational Structure

- RTFH worked with an agency to complete a salary and position analysis and adjusted salaries to be more competitive and ensure each RTFH Staff member makes at minimum a living wage.
- RTFH continues to do a yearly analysis of a competitive compensation package of benefits, including a 3% IRA match, 100% coverage of employee medical benefits, and a 9-80 work schedule.
- RTFH continues to promote within the organization and identify staff interested in cross training, leadership development, and growing into other positions.

FINANCIALS



JULY 2022 - JUNE 2023

TOTAL REVENUE \$11,728,242

TOTAL EXPENSES \$4,797,810

CHANGE IN NET ASSETS \$6,930,432

The financials included were not subject to an audit by the RTFH's accountant, PBO Advisory Group, as the completed audited financials were not available at the time of finalizing this report. The fully audited financials for FY 22/23 will be made available on the RTFH website.

OUR TEAM

EXECUTIVE LEADERSHIP



Tamera Kohler
Chief Executive Officer



Lahela Mattox
Chief Operations Officer



Kathryn Durant
Chief Program Officer



Jegnaw Zeggeye
Chief Data Officer



Jordan Beane
Chief of Staff



Susan Bower
Local Government Liaison



Aimee Cox
Chief Impact Officer



Darnisha Hunter
Director of Special Projects

ADMINISTRATION

Margareth Diamante
Executive Assistant/Project Coordinator

Myleya Griffin
Sr. Admin Assistant

Amanda King-Schmidt
Admin Assistant

Zoe Ridgeway
Executive Assistant

Carrie Stemrich
Sr. Office Technician

FISCAL

Chris Pfeifer
Accounting Manager

Susan Kim
Grants and Contracts Manager

Ronnie Boston
Grants and Contracts Manager

Jessica Torres
Grants and Contracts Program Analyst

CONTINUUM OF CARE

Alma Vasquez
CoC Coordinator

Jan Walton
*Outreach Coordinator,
East and South*

Samantha Stone
Outreach Coordinator, North

JennaMarie Glenna
Outreach Coordinator Central

COORDINATED ENTRY SYSTEM

Phylcia Applewhite
CES Systems Specialist

Nica Hermosillo-Vanella
CES Systems Specialist

Justin Creel
*Senior Program Manager –
CES & Housing Strategy*

HOMELESS MANAGEMENT INFORMATION SYSTEM

Tyler Uhlig
HMIS Manager

Cristian DeLeon
Data Analyst

Alex Feyissa
Systems Improvement Manager

Alex Gloudeman
Data Analyst

Daniel Kim
Data Analyst

Sheldon Finnell
Data Analyst

Kayla Moore
Data Analyst

Tyeauna Robinson
Data Analyst

Julia McNally
HMIS Support Specialist

Quannisha Spann
HMIS Support Specialist

Elizabeth LaBrake
HMIS Support Specialist

THANK YOU FROM OUR CEO

I would like to begin by recognizing the collective effort and dedication of everyone who has joined us in this meaningful work. From our front line professionals, people with lived experience, our RTFH Board and Committee members, our local, state, and federal partners and our national experts who continue to support San Diego as we work diligently to prevent and end homelessness in San Diego. While we know there is still much to do, it is important to celebrate the progress we have made.

I am honored to be in this work with a community that continues to rally together. Addressing negative rhetoric and advocating for more humane and effective solutions are crucial steps toward creating a more compassionate and supportive community. The focus on elevating best practices and emphasizing the need for affordable housing and sustainable funding is vital for long-term change. RTFH has actively engaged in advocacy, collaboration and education to combat the stigmatization and challenges faced by people experiencing homelessness.

I am most proud of our publication of a monthly and annual report on the inflow and outflow of homelessness in the San Diego region and our first ever Conference on Homelessness. The support of our community and state and national partners was beyond my expectations.

RTFH continues to build a strong organizational foundation. Becoming a leader in advocating for best practices and strategies to combat homelessness not only benefits the local community but it also contributes significantly to the broader state and national dialogue. This cannot be done without a strong RTFH Board of Directors that is supportive of me and continues to have faith in me as a leader for this organization, our community, and among our national colleagues. And for that I am thankful and appreciative.

Lastly, I continue to be in awe and humbled by our RTFH team for their dedication and commitment to our organization and the San Diego region. I continue to look ahead and seize the opportunities before us as we focus on Solutions for San Diego.



Tamera Kohler

Tamera Kohler, CEO
Regional Task Force on Homelessness

SPECIAL THANKS TO OUR 2022 CONFERENCE SPONSORS

TITLE



Promise Health Plan

BREAKFAST AND LUNCH



PLATINUM



GOLD



Ellis Family
Foundation



EPSTEIN
FAMILY
FOUNDATION

J.P.Morgan
PRIVATE BANK



VETERANS VILLAGE
OF SAN DIEGO

SPECIAL THANKS TO OUR CONFERENCE SPONSORS

SILVER



BRONZE



SUSTAINER



**SAN DIEGO
Regional Task Force
on Homelessness**

rtfhdsd.org

The RTFH is responsible for collecting, tracking, and reporting on a significant amount of data as it pertains to homelessness in our region.
Our sincere gratitude to Lisa DeMarco of *DeMarco Design* for the impactful design of the RTFH Annual Report and Annual Data Report.