



SAN DIEGO
Regional Task Force
on Homelessness

Annual Report | July 2021 - June 2022



POINT IN TIME COUNT
JANUARY 2021

WELCOME FROM OUR BOARD CHAIR

Dear Friends & Colleagues,

Our 2022 Fiscal Year ended June 30th and throughout that year, the Regional Task Force on Homelessness (RTFH) has continued to navigate a challenging landscape, including the ongoing impacts of COVID-19, the rising costs of housing, and the increase in the number of people experiencing homelessness. Despite this, RTFH has made great strides in strengthening the non-profit, while also meeting and exceeding its role as the Lead Agency for the San Diego Continuum of Care. This has been a year of growth for RTFH, with the future never looking brighter as we continue to expand our influence and impact not only throughout San Diego but at the state and national level as well.

Some key areas of focus this last year have been:

- Named Community HousingWorks CEO Sean Spear as the CoC Board Chair and San Diego County Board of Supervisor Terra Lawson-Remer as Vice Chair.
- Expanded the leadership team to include a Director of Special Projects and Director of Policy and Communications.
- Achieved goals identified in the RTFH 3-year Strategic Plan
- Completed an updated Strategic Plan in June 2022 for the next 3 years
- Improved internal processes to strengthen the fiscal health of the organization.
- Held the first in person RTFH Board of Directors retreat in May 2022.
- Navigated the Omicron COVID-19 wave, moving the Point in Time Count back one month to February 2022.
- Secured nearly \$40M in State and Federal funding for the San Diego region
- Finalized Regional Community Action Plan to Prevent and End Homelessness in San Diego and
- Supported the work of 7 committees that resulted in critical funding, education, and policy impact.

We recognize there is tremendous work ahead, but I am confident that with the progress and successes of this last year, we will continue to strengthen RTFH and build a better future for the organization and the community we serve.

Sincerely,



Ray Ellis

Ray Ellis, Board Chair
Regional Task Force on Homelessness

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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, the education sector, 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.





REGIONAL VISION TO END HOMELESSNESS IN SAN DIEGO

WE WILL END HOMELESSNESS
THROUGHOUT SAN DIEGO USING A
HOUSING-FOCUSED, EQUITY DRIVEN,
AND PERSON-CENTERED APPROACH.

OUR MISSION

REDUCE AND END HOMELESSNESS
IN SAN DIEGO, ENSURING
THAT IF THIS SITUATION DOES
HAPPEN FOR ANYONE, IT REMAINS
A RARE, BRIEF AND NON-RECURRING
INSTANCE; **NOT AN OUTCOME.**



OUR STRATEGIC GOALS



1

BUILD CAPACITY TO DRIVE PERFORMANCE

Strengthen governance, staffing, program delivery, management practices, financial stability, IT Systems, and HR systems to support development of new capabilities and make RTFH a desired place to work.

2

BE THE TRUSTED SOURCE FOR DATA ON HOMELESSNESS IN THE SAN DIEGO REGION

Continue to improve ability to gather complete and accurate data on the number of people experiencing homelessness in the San Diego region and to evaluate the performance of the system and programs against HUD metrics.

3

BUILD RTFH'S REPUTATION AS A LEADER IN ENDING HOMELESSNESS

Increase awareness of homelessness reduction efforts, accelerate discussions of best practices, and strengthen its role as a convening body. Component activities will include initiating an annual Conference on Homelessness, publishing an annual State of Homelessness report with regional metrics, and improving our ability to publicize RTFH successes.

4

GROW REVENUES TO ACCOMPLISH RTFH STRATEGIC GOALS

Establish revenue sources for operations independent from Federal and State program grants. Flexible funding will allow for expansion of current programs, hiring of experienced staff, and initiating new efforts.

5

ELEVATE ADVOCACY TO ACTION

Increase ability to develop evidence-based policy for reducing homelessness at the state, county, and city levels, and advocate for policy implementation and appropriate funding for programs in the region.

OUR BOARD OF DIRECTORS

Ray Ellis
Board Chair
Ellis and Associates, LLC

Sean Spear
CoC Board Chair
Community HousingWorks

Stephanie Kilkenny
Secretary
Lucky Duck Foundation

Ken Sauder
Treasurer
Wakeland Housing Development Corporation

Amy Denhart
Funders Together to End Homelessness San Diego

Joel John Roberts
People Assisting the Homeless (PATH)

Lindsey Wright
Kaiser Permanente

Lucky Michael
Arlene and Michael Rosen Foundation (AMRF)

David Baker
YMCA of San Diego County

Janet Carson
Community Member

Veronica Dela Rosa
San Ysidro Health

David Deng
J.P. Morgan Private Bank

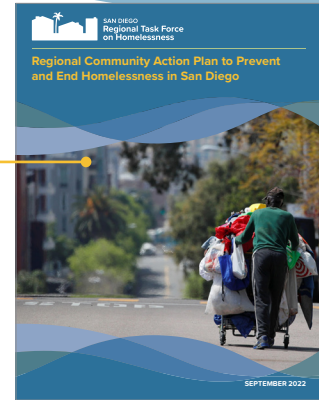
Ollie Benn
Jewish Community Foundation San Diego

Nancy Sasaki
United Way of San Diego County

KEY HIGHLIGHTS AND ACCOMPLISHMENTS

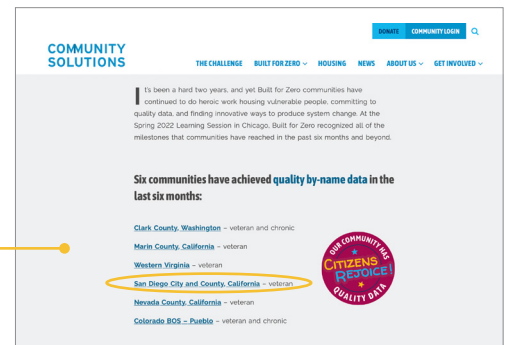
BUILD RTFH'S REPUTATION AS A LEADER IN ENDING HOMELESSNESS

- RTFH completed elements of the Regional Plan, including a data analysis by Corporation for Supportive Housing (CSH) to determine gaps and needs; community engagement for input on the final draft of the Regional Plan; with the goal of releasing the final plan in late summer/early fall, 2022.
- RTFH was invited to participate in more than 50 local, state, and national convenings and conferences to elevate our work around addressing racial equity, data, funding, and initiatives focused on housing. Such as National Alliance to End Homelessness (NAEH), the National Human Services Data Consortium, Housing California, Forensic Mental Health Association of California, the National Coalition for Homeless Veterans, Public Housing Authority Directors Association.
- Tamera Kohler, CEO was selected to be part of the statewide Narrative Shift Task Force, led by [Housing CA](#) and TheCaseMade.



Recognition

- RTFH was recognized by [Community Solutions](#)' annual Conference in Chicago for being the largest CoC to reach quality data for our Veteran population.
- RTFH, the City of San Diego, the County of San Diego, and the San Diego Housing Commission received the Humanitarian Award from Lambda Alpha International for Operation Shelter to Home.
- RTFH and Brilliant Corners were recognized by Supervisor Joel Anderson's office for housing 11 families into townhomes in Spring Valley as part of the San Diego County Local Rental Subsidy Program.
- Supervisor Terra Lawson-Remer and the San Diego County Board of Supervisors declared March 15 as Regional Task Force on Homelessness Day



CoC Funding

- Successfully administered nearly \$10 million dollars in federal and state funding to local partners through the HUD Youth Homeless Demonstration Program (YHDP) and the State's Homeless Housing, Assistance and Prevention (HHAP), with 1,000 youth received assistance through YHDP and HHAP helped over 4,000 people, serving over 5,000 unduplicated individuals.



- Awarded more than \$5 million in Homeless Housing, Assistance and Prevention (HHAP) funding to 21 organizations, including seven that focus on youth specific programs and services for FY22-23.
- RTFH received \$1.2M to complete a data analysis; develop plan; partner with stakeholders to implement the plan; and provide recommendations for ongoing strategies to prevent and end homelessness in the Port Authority areas.

Housing Focus

- The San Diego Region Flexible Housing Pool, administered by Brilliant Corners, continues to be a critical component of the housing focused strategy, housing more than 250 households and securing nearly 300 units in the private rental market for a total of 395 exits to permanent housing and 460 units since January 1, 2021.
- Partnered with four Public Housing Authorities – San Diego Housing Commission, County of San Diego, City of Oceanside, and the City of National City – and completed 840 referrals for the Emergency Housing Voucher program.



Convening and Training Homeless System Partners

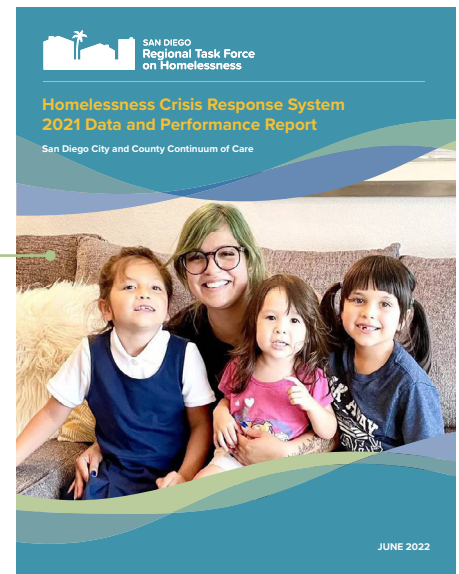
- The CoC General Membership meetings have continued to grow, with more than **100 attendees** each month; consisting of monthly CoC training on funding and reporting requirements; community supports and more.
- Convened quarterly Regional Homeless Outreach meetings in partnership with the County of San Diego, with an average of **100 attendees** at each meeting to share outreach best-practices, and coordinated outreach efforts within regions.
- Partnered with the District Attorney to convene a two-part educational session trauma informed care to the community with approximately **300 attendees** for each session.
- RTFH expanded a regional Diversion Program, including San Diego specific Diversion training and a flexible funding source to support providers in implementing Diversion strategies.
Click here for more information.
- Partnered with tribal health councils to convene **three tribal listening sessions** to hear of the unique challenges and ideas for solutions among the Native American community.
- Contracted with UCLA for 6 Motivational Interviewing training sessions for San Diego region outreach workers, training more than **200 outreach workers.**
- RTFH partnered with Homebase to provide a three educational sessions for homeless service providers on working with justice involved people, with more than **300 attendees** between the three sessions.



KEY HIGHLIGHTS AND ACCOMPLISHMENTS

BE THE
TRUSTED
SOURCE FOR
DATA ON
HOMELESSNESS
IN THE
SAN DIEGO
REGION

- Successfully administered the HMIS in San Diego and Imperial Counties.
- Published the 2021 [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.
- In total the HMIS supported the records of over 40,407 persons experiencing homelessness throughout the year, of which 15,297 clients touched the crisis response system through an HMIS program for the first time.
- In the reporting year, 9,657 clients became stably housed, of which 1,748 people were connected to permanent housing programs through the Coordinated Entry System (CES)
- Implement a new system for Victim Service Programs to participate in coordinated entry system.



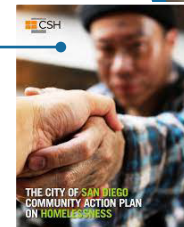
KEY HIGHLIGHTS AND ACCOMPLISHMENTS

ELEVATE
ADVOCACY
TO ACTION

RTFH had the rare opportunity to partner with the Center on Budget and Policy Priorities (CBPP) to work with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans as an example within their live case study, to see how the committee will ensure the implementation of a racial equity lens and practices of prioritizing housing resources. CBPP plans to publish data in the Spring of 2023.

Regional Convener

- RTFH held an input and listening session with Helene Schneider on US Interagency Council on Homelessness (USICH) proposed updated national plan on homelessness.
- Convened the CoC Intergovernmental Roundtable, co-facilitated with Board of Supervisor Chair Nathan Fletcher and is comprised of Mayors and City Managers to share data, funding information, and strategies to prevent and end homelessness throughout the region.
- Developed and implemented a Community Engagement Forum and Rapid Planning Process for Mayor Todd Gloria to serve as the first phase in updating, revising, and strengthening the City of San Diego's Community Action Plan on Homelessness and plans to address unsheltered homelessness. Participants included people with lived experience, advocates, community members, business owners, service providers, law enforcement, affordable housing, local government, and other stakeholders.



Provided advocacy and support of funding and programs in San Diego

- Letters of support for a shallow subsidy to prevent and end homelessness for an aging population that was approved.
- Supported Supervisor Anderson's Board Action to increase the county commitment to emergency shelters and services, later providing the same support to Supervisor Vargas and Supervisor Lawson-Remer.
- Initial supporter of California State Proposition 27 to identify an ongoing funding source for the homeless response system, which if passed by voters would have brought millions in ongoing funding to the San Diego region, including direct dollars to the CoC.



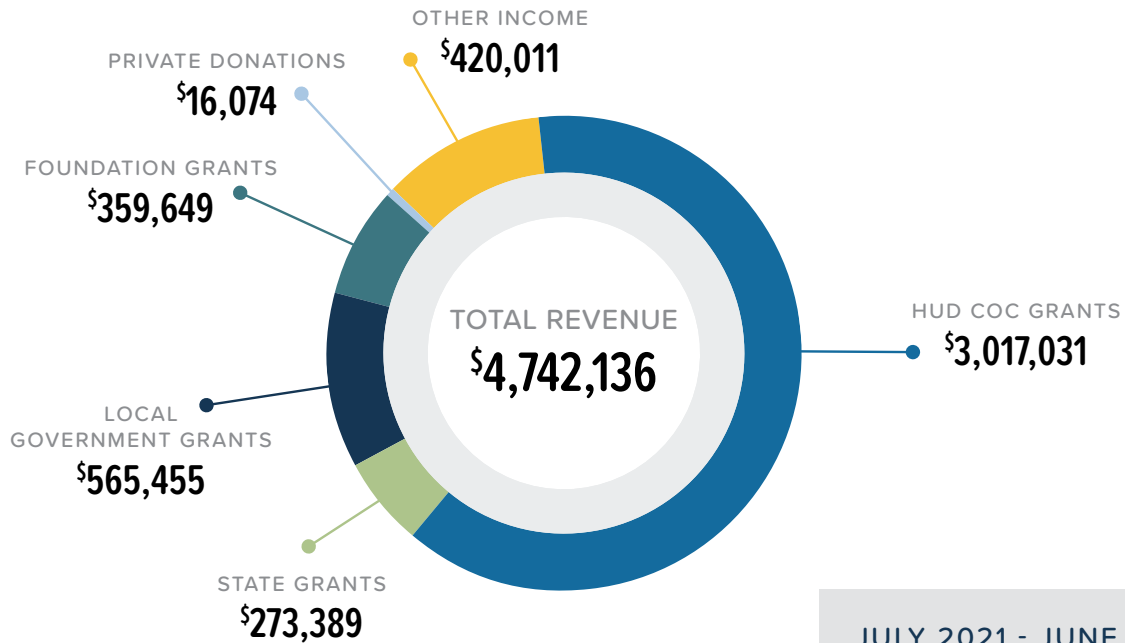
KEY HIGHLIGHTS AND ACCOMPLISHMENTS

BUILD CAPACITY TO DRIVE PERFORMANCE

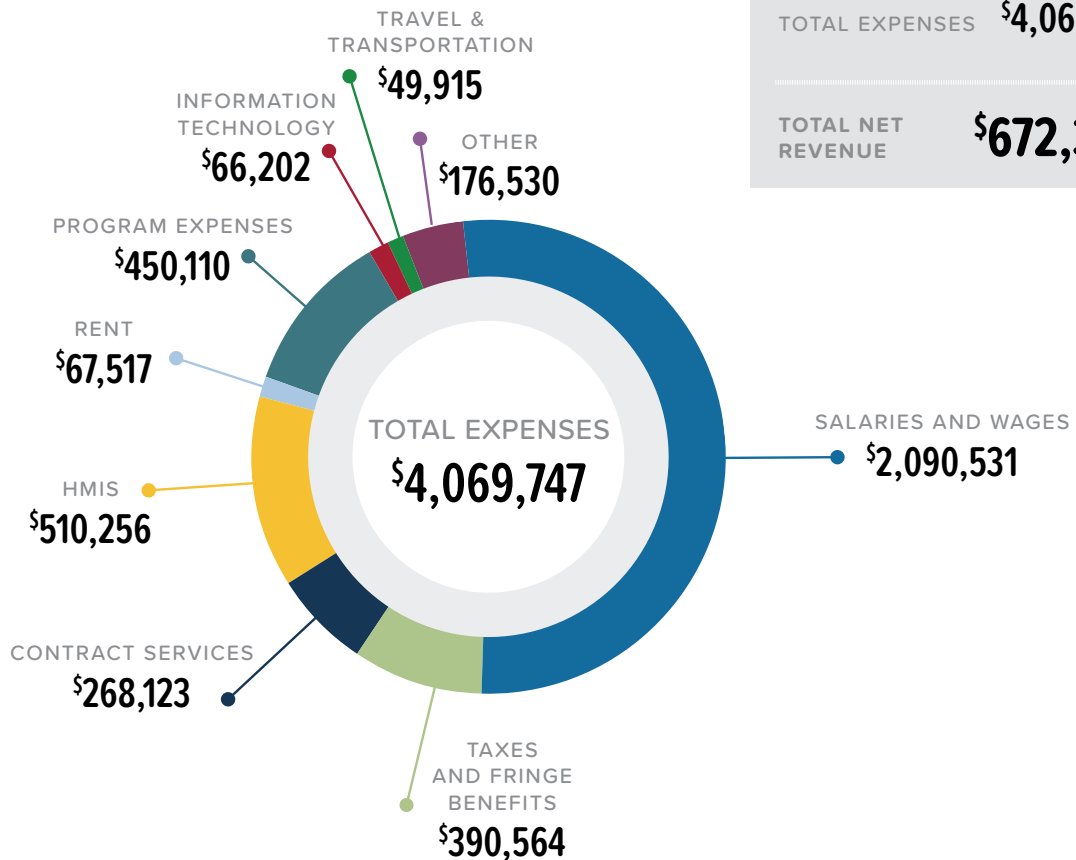
- Convened RTFH staff to meet with Equity in Action to explore and offer recommendations to address Diversity, Equity, and Inclusion within the organization.
- Established and approved a policy to outline the standards for engaging people with lived/living experience of homelessness in communication, consultation and collaboration activities and in Board and Committee activities of the RTFH and the CoC, including reducing financial barriers to participation.
- RTFH contracted with two organizations who represent people with lived expertise to inform the work of RTFH and the CoC.
- Engaged with the Impact Center to update the RTFH Strategic Plan.
- Contracted with a new PR firm to develop and implement a public relations strategy.
- Secured nearly \$350k in grant funding from private entities to expand the work of RTFH beyond federal and state grants: Arlene and Michael Rosen Foundation, Community Solutions, Conrad Prebys, Kaiser Permanente, and the TIDES Foundation.
- Continued to support staff working remotely, allowing RTFH to retain current staff and hire staff across the United States, expanding the skillset and experience of staff.



FINANCIALS

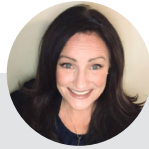


JULY 2021 - JUNE 2022	
TOTAL REVENUE	\$4,742,136
TOTAL EXPENSES	\$4,069,747
TOTAL NET REVENUE	\$672,388





EXECUTIVE LEADERSHIP



Tamera Kohler
 Chief Executive Officer



Lahela Mattox
 Chief Operations Officer



Kathryn Durant
 Chief Program Officer



Aimee Cox
 Chief Impact Officer



Jegnaw Zeggeye
 Chief Data Officer



Kris Kuntz
 Chief Policy Officer



Susan Bower
 Local Government Liaison



Jordan Beane
 Director of Policy and
 Communication



Darnisha Hunter
 Director of Special Projects

ADMINISTRATION

- Myleya Griffin**
Sr Administrative Assistant
- Zoe Ridgway**
Sr Administrative Assistant
- Carrie Stemrich**
Sr Office Technician
- Sally Zamadics**
Executive Assistant

FISCAL

- Heidi Kone**
Grants & Contracts Manager
- Chris Pfeifer**
Accounting Manager
- Jessica Torres**
Grants & Contracts Analyst

CONTINUUM OF CARE

- JennaMarie Glenna**
Community Outreach Coordinator
- Nina Lakhani**
Regional Resource Coordinator
- Alma Vasquez**
CoC Coordinator

COORDINATED ENTRY SYSTEM

- Phylicia Applewhite**
CES Systems Specialist
- Justin Creel**
Senior Program Manager – CES & Housing Strategy
- Nica Hermosillo-Vanella**
CES Systems Specialist
- Brenda Viveros**
CES Systems Specialist
- Keisha Smith**
CES Systems Specialist

HOMELESS MANAGEMENT INFORMATION SYSTEM

- Derecia Burton**
Data Analyst
- Cristian DeLeon**
Data Analyst
- Alex Feyissa**
Systems Improvement Manager
- Alex Gloudeman**
Data Analyst
- Emily LaBlond**
Data Analyst
- Elizabeth LaBrake**
HMIS Support Specialist
- Diane McKany**
Data Analyst
- Julia McNally**
HMIS Support Specialist
- Anna Strahl**
Data Analyst
- Tyler Uhlig**
HMIS Manager

THANK YOU FROM OUR CEO



SAN DIEGO Regional Task Force on Homelessness

The 2021-2022 year has been a vital period of growth for RTFH as we have worked to build a stronger non-profit and achieved the goals outlined in our 3-year Strategic Plan. I have never been more excited and hopeful about the future of RTFH as we worked with the Impact Center to update our Strategic Plan for 2022-2025. Having a Strategic Plan supports RTFH in our mission to prevent and end homelessness in San Diego and provide the critical leadership and expertise at local, state and federal levels.

Every day we house people who have experienced homelessness, yet at the same time, the number of San Diegans experiencing homelessness is rising. RTFH remains committed and dedicated to preventing and ending homelessness in San Diego, utilizing the Regional Community Action Plan to Prevent and End Homelessness in San Diego.

I am grateful for each and every person who has joined us in this work and want to especially thank the RTFH team for their knowledge, passion, and dedication to our organization and the San Diego region. We do not do this work alone and so I also extend my appreciation to all of our partners: from people with lived expertise who have entrusted us to walk alongside them; to the new and returning CoC Board members and committee members who want to be a part of the solution; and to the countless service providers who are critical to our efforts to connect with each individual experiencing homelessness in San Diego and support them in meeting their needs.

In closing, thank you for the support from our RTFH Board of Directors for their unwavering support of me in leading this organization. I look forward to the opportunities ahead of us.



Tamera Kohler

Tamera Kohler, CEO
Regional Task Force on Homelessness