



California Interagency Council on Homelessness

Homeless Housing, Assistance and Prevention Round 3 Application

Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- [HHAP-3 Notice of Funding Availability \(NOFA\)](#)
- [HHAP-3 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-3 Data Tables Template](#)

Application Submission for HHAP-3 Funding

Using the [HHAP-3 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.
4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.
- **Narrative Responses:** In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-3 NOFA and application template documents

Yes

I am a representative from an eligible CoC, Large City, and/or County

Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation

Individual

This application represents the individual application for HHAP-3 funding on behalf of the following eligible applicant jurisdiction(s):

Eligible Applicant Name

San Diego County

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity

County of San Diego

Contact Person

Megan O'Dowd

Title

Program Coordinator

Contact Person Phone Number

(619) 772-2309

Contact Person Email

megan.odowd@sdcounty.ca.gov

Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendaize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-3 Data Tables

OHS_HHAP-3 Application template.xlsx

Governing Body Meeting Agenda or Minutes

County_BL HSEC HHAP 3 20220524.pdf

Optional Supporting Documents

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

Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

Question 1 Response

Over the last several years, the San Diego County Board of Supervisors (Board) has demonstrated its commitment to housing and providing the support needed to address the needs of people experiencing and at-risk of homelessness. On April 6, 2021, the Board established the Department of Homeless Solutions and Equitable Communities (HSEC) within the County of San Diego (County) Health and Human Services Agency (HHSA), which launched on July 1, 2021. In addition, on June 8, 2021, the Board allocated \$85 million of the American Rescue Plan Act (ARPA) funds to homeless services. To maximize existing and future regional work on homelessness by creating a unified strategic approach to support the coordination of homeless services and funding, the Board adopted the Framework for Ending Homelessness (Framework) on November 2, 2021. The Framework is anchored in five strategic domains:

- 1) Root Cause and Upstream Prevention
- 2) Diversion and Mitigation
- 3) Services, Treatment and Outreach
- 4) Emergency/Interim Housing and Resources
- 5) Permanent Housing and Support

Each of the five strategic domains is driven by five key drivers that guide the County's approach: Person-Centered, Data, Regional Collaboration, Sustainability, and Equity. The Framework encompasses the County's ongoing work and provides a vision to support forward moving, collaborative, and impactful progress.

In the development of the HHAP application, the eligible entities – the County, City of San Diego, and the Regional Taskforce on Homelessness (RTFH) – had a series of planning and coordination meetings to develop the outcome goals, equity measures and to align programs. These meetings will continue quarterly to measure progress, improve processes, and review reporting to ensure alignment with the outcomes. In addition, the County and the City of San Diego have had numerous meetings during the design of the Community Harm Reduction Team and Safe Haven models to coordinate referral processes and align the systems that are part of this application.

The County is currently creating a Homeless Solutions Prevention and Action Plan. This effort spans across the internal County enterprise and with a variety of regional stakeholders, including the RTFH, external partners including other jurisdictions and persons with lived experience. The plan will also help frame a regional approach to homelessness that recognizes the importance of poverty, trauma, and primary prevention in the mainstream system. This plan will be coordinated with the existing city plans across the region and engage the RTFH to ensure coordination with its regional Continuum of Care leadership and convening role. For the development of the plan, the County has contracted with Homebase, a non-profit with robust experience supporting communities and agencies in establishing systems and programs needed to help people who are homeless or at-risk to achieve housing stability, improve health and wellness, maximize economic self-sufficiency, and reclaim their dignity. While the state has required a Local Homeless Application Plan as part of this application, the County has been working on its own plan since 2021. Following the procurement process and the identification of Homebase as a contractor, the County initiated the work on the plan in January 2022. The final Homeless Solutions and Action Plan will be completed by November 2022 and will align with the Local Homeless Action Plan.

Multiple County leaders are members of the San Diego Continuum of Care Advisory Board, an entity led by the RTFH. The advisory board assists in the coordination, development, and evaluation of services and housing for populations at-risk of or experiencing homelessness through planning, education, and advocacy. To achieve this, the advisory board:

- Creates a system for coordinated assessment and housing prioritization for the most chronic and vulnerable homeless individuals, youth, and families;
- Reinforces a Housing First philosophy for all homeless housing and service providers;
- Increases access to permanent housing through various means including rapid rehousing, permanent supportive housing, and other viable forms of permanent housing;
- Evaluates performance of services across the region through data collection, analysis, and monitoring;
- Plans for and conducts an annual Point-In-Time Count (PITC) of persons experiencing homelessness within the region;
- Creates capacity in communities throughout the region to take ownership of and incorporate evidence-based practices to end homelessness;
- Develops plans to fulfill the mission of ending homelessness for all individuals, youth, and families throughout the region; and
- Advocates on issues related to homelessness and for resources to support ending homelessness..

In addition, the County works with the RTFH, as the HMIS administrator, to ensure those most in need are being appropriately prioritized for permanent supportive housing. To work through this collaboratively, the County engaged in data sharing to gauge the effectiveness of the VISPDAT prioritization, identify gaps, and develop remediation activities, which include staff training on data entry and assessment. This partnership with the RTFH also includes co-facilitation of the quarterly Regional Homeless Outreach Meetings, bringing together outreach staff across the region to align efforts, share best practices and improve outcomes.

Because of the size and diversity of San Diego County as a region, there are multiple sub-regional non-government community coordinating bodies that, along with the HHSA, provide more localized coordination. The County participates in:

- The Alliance for Regional Solutions in North County: The Alliance brings together seventy-five agencies in North County to align coordination, leverage resources, identify priorities and unmet needs, ensure racial justice and equity, and information sharing. The goal is to track unmet needs and gaps in services, identify emerging needs, sponsor workgroups, and manage six working committees. The County is actively involved with the group and has also implemented a North County street outreach and case management team as a response to community needs.
- The East County Homeless Task Force: The East County Homeless Taskforce engages and educates the community on housing and services for preventing and ending homelessness and advocates for policies that result in housing and service options appropriate to East County's range of housing needs. The County has been engaged with the taskforce since its inception, first engaging through the Behavioral Health Services Department which provides outreach services region-wide to those needing support with serious mental illness or substance use disorder needs, and later with our regional benefits eligibility outreach.
- The South County Homeless Alliance: The newly emerging South County Homeless Alliance is a reconstituted body of long-time leaders, government entities and grassroots organizations in the southern part of San Diego County. County staff plays a leadership role within this group with a focus on developing a mission and purpose as well as the development of effective strategies.
- Funders Together to End Homelessness: The County is a voting member of Funders Together to End Homelessness San Diego (FTEHSD). This agency is part of the national network and is a Catalyst

collaborative of individual, public, and private funders that explore and invest in effective systems change and services to end homelessness in San Diego County. FTEHSD's goal is to build a San Diego County collaborative of funders who are committed to solving homelessness through leadership, education, and advocacy; strategic collaboration, alignment and focus of resources; and effective promotion and replication of evidence-based practices in our community.

- Continuum of Care (CoC): The County maintains two seats on the CoC as voting members and engages on multiple CoC committees as well as the Ad hoc Committee Addressing Homelessness Among Black San Diegans.

Question 2

A demonstration of the applicant's partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans
- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

Question 2 Response

- San Diego Advancing and Innovating Medi-Cal (SDAIM) refers to the local implementation within the County of San Diego of California Innovating and Advancing Medi-Cal (CalAIM). SDAIM represents an important system transformation around how the County reaches and supports people who are Medi-Cal eligible under a new 1115 Waiver program that is one component fundamental to the County's homelessness efforts. SDAIM provides Enhanced Care Management (ECM) as a benefit to Medi-Cal beneficiaries and offers Community Supports (CS) as an optional benefit, there are three housing-specific CS which are housing navigation, housing deposits and housing tenancy support.

Housing is a key determinant of health and there is a clear connection between the housing and health care needs of people at risk of or experiencing homelessness. Health and medical care providers are critical strategic partners in reaching people and providing them with needed support and treatment to prevent homelessness where possible and ensure any episodes of homelessness are brief, one-time, and non-recurring. Properly resourced and aligned, Medi-Cal becomes the connection point not just for physical and behavioral health care, but access to stable housing and a building block for community transformation. SDAIM presents a new funding mechanism that offers long-term sustainability for the supports that can get and keep people with significant health-related needs in a home. It also offers an opportunity to break down silos between the health, homeless response, and housing sectors so that use of existing funds can be reimaged with a focus on upstream prevention.

- Whole Person Care (WPC) is a pilot program within Medi-Cal 2020, California's Section 1115 Medicaid Waiver. WPC was designed to improve the health of high-risk, high-utilizing patients through the coordinated delivery of physical health, behavioral health, housing support, food stability, and other critical community services. The County's program, now SD AIM, served Medi-Cal patients who are high-cost, frequent users of emergency departments and/or inpatient hospital services. These patients were

experiencing homelessness or at risk of homelessness and had one or more of the following conditions: serious mental illness, substance use disorder, and/or a chronic physical health condition. WPC clients were supported by Service Integration Teams (SITs), the SITs are comprised of a social worker and peer support specialist that are supported by a licensed mental health clinician, housing navigator, and registered nurse. The SITs help coordinate, communicate, and advocate the WPC client's care and goals. The program WPC sunset in December 2021 and transitioned to SDAIM, continuing the progress made through the original pilot program. In the transition, active participants were transferred to their health plans for enhanced case management services. The County is currently evaluating the efforts of the program to ensure learning on best practices and areas of enhancement for future programs.

- The County contracted with the San Diego Housing Federation to hold a series of regionally based forums for individuals with lived experience of homelessness to provide input into the design of homeless and housing solutions by sub-region of San Diego County. The convenings focused on emergency shelter, safe parking/sleeping site(s), interim/permanent housing, and Day Center access. Participants were provided a stipend for participating as well as a meal. The overall findings of the effort were published in a report and is actively used as a tool for the County in its development of homeless programs.
- 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 a housing administrator to provide essential links to resources.
- The County's Home Safe Program provides housing stability resources for persons involved with Adult Protective Services and experiencing or at imminent risk of homelessness due to elder or dependent adult abuse. The program provides a range of strategies to prevent homelessness and support ongoing housing stability for participants, including housing-related intensive case management, short-term housing-related financial assistance, eviction prevention and landlord mediation. This program is building new collaborations between Adult Protective Services staff and the local homeless system.
- To align and better coordinate efforts that serve persons experiencing and at-risk of homelessness, the County has developed a quarterly Framework Inventory. This document captures key metrics of more than sixty programs, including funding and outcomes. This helps to inform leadership of performance measures, outcomes, successes, and gaps.
- In partnership with local schools, the County is providing out stationed social workers to provide needed and timely supports and services to vulnerable families, including youth. These efforts include prevention, housing navigation and case management.
- The County's outreach teams are integrated closely with local homeless stakeholders as multi-disciplinary teams that include behavioral health services, public health, law enforcement, non-profits, faith-based organizations and other entities who serve persons experiencing homelessness. County teams work in each of County's 18 jurisdictions and the unincorporated area for comprehensive and coordinated response.

HHAP-3 Efforts to Be Funded

- To support vulnerable populations, in February 2022, the Board tasked staff to support a development of a pilot Shallow Rental Subsidy Program. This program design will be presented back to the Board for approval in August 2022. Per the Board's prior direction, this pilot program will require an evaluation which is proposed to be funded by HHAP-3.
- These funds will also be used for the Housing Our Youth (HOY) Program which is a youth-

centered, fully integrated care coordination program that was designed to provide youth experiencing homelessness with immediate housing and wrap-around support grounded in positive youth development principles, with the goal of permanent housing placement. HOY services include housing, peer support, care coordination, service navigation, transportation, childcare, employment services, education assistance, tenant support, and other supportive services as needed to help youth remain stably housed and prepared for self-sufficiency. The previous HHAP grant funds were used to create the program, this continuity of funds will build upon the program's success and make enhancements to better serve the vulnerable population.

- HHAP-3 funding will also support The County's collaboration with the City of San Diego to provide vital behavioral health supports and shelter for people experiencing homelessness. Through this collaboration, the Community Harm Reduction Team (C-HRT) and Harm Reduction Shelter was identified as a critical effort to support with HHAP-3 funding. The C-HRT team includes harm reduction focused outreach and engagement in the Midway and East Village areas of the City of San Diego as well as a low-barrier, harm reduction shelter. The purpose is to connect individuals within the City of San Diego who are suffering from substance use conditions and co-occurring mental health issues, and who are experiencing homelessness to interim shelter options, case management, system navigation, permanent housing, and behavioral health services.
- In October 2021, the Board approved the implementation of Compassionate Emergency Solutions and Pathways to Housing for people experiencing homelessness. This effort will develop and implement multiple emergency housing solutions in the unincorporated areas of the region. The HHAP-3 funds will support this effort, by securing expertise and technical support to ensure comprehensive internal coordination and efficiency in moving this effort forward. Specific efforts include design services such as survey, engineering, architectural, environmental compliance, and project management.

Question 3

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

Question 3 Response

In June 2020, the County created the Office of Equity and Racial Justice (OERJ). The Office partners with the community to co-create transformative, enduring, structural, and systemic change in San Diego County government. OERJ bridges County departments and community voices to design bold policies and practices to advance equity, champion belonging for all, and advocate for people suffering from structural and systemic racism and exclusion. OERJ developed a Budget Equity tool, to help County departments assess how their budgets benefit and/or burden communities, specifically communities of color and low-income communities, to determine impacts and ensure equitable resource allocation. In addition, all Board approved efforts must include an Equity Statement to ensure that the resources it distributes are done so in an equitable manner. OERJ is providing technical assistance to County departments to ensure full understanding and alignment of this effort.

In July 2021, the CoC Advisory Board approved the recommendation to create an Ad Hoc Committee to Address Homelessness Among Black San Diegans. The purpose of the Committee is to explore the factors contributing to disparities among people who are black and experiencing homelessness, listen and engage in an extensive public dialogue with community stakeholders, and develop a series of recommendations that the CoC can take to better address the impacts of systemic racism and its effects

within the homeless crisis response system.

The County has implemented multiple frameworks and plans to boost equity amongst services provided to the community. Organizationally, the County has declared racism as a public health crisis and has begun to implement strategic priorities to address this crisis along with increasing policy efforts that influence social determinants of health and promote equity on an institutional level. Furthermore, the County is devoted to training and employing staff members with core competencies in health equity, diversity, and inclusion by providing the skills and trainings required to provide equitable service delivery on all levels of client care. Additionally, employing a diverse workforce from populations experiencing discrimination and racial inequities contributes to increased trust, communication, and follow-up with service delivery. On a community level the County is devoted to identifying partnerships and opportunities to repair structural racism, biases, and developing equitable solutions with community input. Monitoring the racial and gender equities of this grant program is a critical component of addressing the issue firsthand to better inform policies, programs, and practices to close existing gaps and achieve health equity. By monitoring the data, the program will reinforce quality assurance, performance management and inform data-driven decision making.

In alignment with the County's Framework for Ending Homelessness, the County began to develop the Homelessness Solutions Prevention and Action Plan (Plan). 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. The initial draft of the Plan is being submitted to meet the new HHAP-3 requirement for a Local Homeless Action Plan. To build upon this initial draft, the consultant will continue to engage external partners and stakeholders to ensure community input is captured in the subsequent more comprehensive versions that are anticipated to be completed by Fall 2022. The Plan will drive needed housing and supports 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 (BIPOC). This Plan will also lay the groundwork for establishing measurable outcome goals and strategies to track progress on meeting these needs, which will be refined and expanded upon in upcoming Plan Phases.

Question 4

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations
- Public health system
- Criminal legal system and system for supporting re-entry from incarceration
- Child welfare system
- Affordable housing funders and providers
- Income support programs
- Education system
- Workforce and employment systems
- Other social services and human services systems

Question 4 Response

The robust, interconnected nature of the County makes it uniquely positioned to identify and respond to the upstream factors that can lead to and exacerbate – or prevent – homelessness. The County's efforts will follow the lead of the Board in its updated Homelessness Policy A-128 by putting the Social Determinants of Health at the fore of prevention work. In addition, the policy recognizes that poverty, inequitable economic opportunity, and trauma are among the most significant causes of homelessness; and a comprehensive approach must embrace the economic, physical, and mental well-being of all San Diego County residents. Key components of the County's approach to addressing homelessness include:

- Incorporating a Housing First approach in all interventions;
- An increased regional role in leadership, collaboration, and civic engagement; promoting collaborative leadership to support all vulnerable individuals in the San Diego region;
- An ongoing commitment to planning, initiating and evaluating work with a prevention orientation focus with substantial emphasis on the Social Determinants of Health.
- Improved coordination of existing and future County homeless activities and programs serving as a central point of contact and collaboration for partners;
- Fair and equitable representation for the unincorporated areas of the region;
- Increased supply, access, and availability of key housing interventions, including affordable housing, permanent supportive housing, emergency, interim, specialty, and shared housing;
- Increased economic security and self-sufficiency, including access to supportive services, including access to childcare when needed, employment, workforce development, entrepreneurship and other income supports that address the role of poverty and income;
- Equity and improvement of health and stability across all populations experiencing
- Homelessness;
- Development and funding of flexible and responsive programming and resources tailored to serve the unique needs of the various populations experiencing homelessness;
- Development and funding of comprehensive approaches to address impacts related to encampments including public health, environmental health, and safety issues;
- Increased accessibility to services and immediate housing solutions, including during non-traditional business hours with options for those with pets whenever feasible; and
- Amendment of policies and regulatory documents, such as the Zoning Ordinance, as needed, to develop and support programs that provide solutions to homelessness.

The County's Community Care Coordination Straight to Home (C3 STH) program provides comprehensive care coordination, service navigation, and housing assistance for adults who are incarcerated or recently released from custody, are experiencing homelessness or at-risk of homelessness, and are living with various medical, mental illness or substance use disorders including chronic health conditions, intellectual or developmental disability, Traumatic Brain Injury (TBI), Substance Use Disorder (SUD), physical limitations, organic brain illness (such as dementia), and/or are considered medically complex. The goals of the C3 STH program are to help clients locate secure housing, increase their self-sufficiency, and reduce criminal justice involvement. In this way, the C3 STH program exemplifies how to keep people from exiting institutions into homelessness.

Question 5

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

- (I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of

providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youths specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

Question 5 Response

I. Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

The County has embraced approaches that create a more diverse pool of contracted providers across the agency enterprise. This is accomplished in procurement policies, including encouragement to respondents to partner and/or sub-contract with other agencies that have a demonstrated history of trust and success delivering services to the focus population. Also, the County is pursuing smaller contracts to a variety of agencies rather than one large contract to one organization to grow provider capacity. In addition, the County has facilitated training for small organizations to help them better understand the procurement process, so they are well prepared to apply.

Through community feedback, the County is developing an LGBTQ+ capacity-building skills curriculum for services and housing providers and planning and funding organizations that serve persons experiencing or are at-risk of homelessness within the region. Curriculum topics include sexual orientation versus gender identity, gender non-binary, transgender, diversity within the LGBTQ+ populations, being an ally, youth and young adults, discrimination, fostering safe and affirming environments, physical site improvement suggestions, equity, generational differences, safe family-of-choice reunification, health and mental healthcare needs and fair housing.

II. Strengthening the data quality of the recipient's Homeless Management Information System.

The RTFH is the CoC HMIS Lead Agency for the region supporting more than sixty providers and 1,200 Homeless Management Information System (HMIS) users with a total program enrollment count of 64,993 unique participants (in 2021). RTFH also provides a myriad of data services, technical support, coordination, training, and leadership in each of the eighteen cities in the County, and the unincorporated areas.

Participation in the HMIS is mandatory for all programs receiving U.S. Department of Housing and Urban Development (HUD) Continuum of Care project funding and for sub-recipients of State HHAP funding. The RTFH will be expanding existing data quality monitoring and training to generate quality data through the following efforts: data quality monitoring, expanding staff customer support, expand training, creating reports and continuous quality improvement.

All State and Federal homeless funding received by the County, as required, utilize HMIS to track client-level data. This includes the newly created Department of Homeless Solutions street outreach teams and the HDAP. Ensuring data quality and timely data entry is critical and is included in all staff training. In addition, annually the RTFH provides each organization data quality reports with a timeline for correction.

II. Increasing capacity for pooling and aligning housing and services funding from existing, mainstream,

and new funding.

The intent of the newly established Department of Homeless Solutions and Equitable Communities within the County's Health and Human Services Agency (HHSA) is to maximize existing and future regional work on homelessness by creating a unified strategic approach to support the coordination of homeless services and funding. In the year since its inception, this is occurring through hiring staff, braiding a variety of state, federal and local funds to create effective and sustaining programs and alignment of program delivery models.

IV. Improving homeless point-in-time counts.

The U.S. Department of Housing and Urban Development (HUD) requires that CoCs conduct an annual count of homeless persons who are sheltered or unsheltered on a single night in January each year. The RTFH leads a collaboration of community partners, including the County, and volunteers in conducting this count.

Since 2019, the methodology process has been enhanced to focus on not just counting individuals experiencing homelessness but engaging them to understand their needs to better serve them. This new survey-based count process includes interviewing people as they are encountered; embedding trained homeless outreach workers to lead teams of volunteers; and utilization of an online application for data collection.

In 2014, the Board approved an on-going initiative to support the annual count due to the importance of knowing the scope, impact, and potential solutions to address homelessness. The County was recognizing indicators of increasing homelessness and trends and wanted to ensure fidelity to these trends and ensure alignment with County efforts. As a result, the County has played a critical role to support this effort for the last seven years, these efforts include:

- Providing more than 3,422 duplicated volunteers since the initiative's inception (averaging 488 annually), this ensures equity in the count, safeguarding that all census tracts are covered appropriately;
- Incentivized participation by setting up a system to pay staff on County time;
- Funding the count through County's Community Development Block Grant funding, including ensuring reporting on the unincorporated areas of the County;
- Deploying County homeless outreach staff to lead teams of volunteers; and
- Encouraging contracted homeless outreach providers to volunteer.

The RTFH collects feedback from volunteers and coordinators following each count to improve practices for the following year. Improvements to the PITC include:

- An online sign-up portal for volunteers. Volunteers can choose the site where they want to participate;
- A mobile application to collect survey responses;
- On-demand training videos including a 30-minute training on use of the mobile application and safety precautions, especially COVID precautions;
- A week-long follow-up after the night of the count when RTFH staff and outreach workers continue to engage and survey people living in cars, Recreational Vehicles and encampments for more complete coverage;
- Solicited donations and fundraised to purchase items (socks, gift cards) to recognize people being surveyed for the time they give the count;
- Support from local police departments that provide drone and helicopter images from hard-to-reach areas;
- A separate week-long youth count facilitated by youth providers and includes additional youth-specific survey questions to better understand youth needs; and
- A survey of jail inmates to understand how many inmates were experiencing homelessness at the

time of their arrest and inform policy around criminalization and re-entry.

V. Improving and strengthening coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

According to the 2022 PITC, Black persons accounted for 24% of the unsheltered homeless population, while only accounting for 5.5% of the general population in San Diego County. In an effort to eliminate racial disparities in the San Diego homeless response system and racial bias in the Coordinated Entry System (CES), the CoC established the Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans. This committee explores the factors that contribute to disparities amongst black San Diegans and has identified action items to eliminate racial bias across our homeless response system to include tracking equity data, inclusive procurement, training, and centering Black San Diegans in system decision-making. The Ad-Hoc Committee is proposing concrete actions to be adopted by CoC member agencies and governments throughout the region to advance this equity area. The final action plan with a full set of recommendations will be presented to the CoC Advisory Board in the summer or early fall of 2022 for adoption.

Further, RTFH reviewed the outcomes of the youth CES and found that Black youth were over-represented among homeless youth but were under-represented on the community queue to be matched to housing. They ran pivot tables of race and other factors (mental health, education, foster care involvement, parenting, etc.) to identify the most prevalent disparities, then, working with youth providers and youth with lived experience, they modified the prioritization scoring tool to increase the weight of factors that disproportionately impacted Black youth to increase the number of Black youth on the community queue for housing match. Outcomes are tracked and presented to providers and community stakeholders at least annually to evaluate performance of the tool and to adjust the tool if needed to ensure equity in housing match and enrollment.

RTFH is committed to ending youth homelessness by 2024. Goals and strategies are outlined in the San Diego Coordinated Community Plan to End Youth Homelessness approved in 2019. This plan called for an overhaul of the coordinated entry system to quickly and permanently house youth.

In 2019 with a HUD Youth Homelessness Demonstration Program (YHDP) grant and HEAP funds, RTFH funded Youth System Navigators throughout San Diego County to identify young people experiencing homelessness, navigate coordinated entry to access housing, connect to host home resources and mainstream benefits, and connect youth to other supports such as education and employment. RTFH also expanded the number of Community Access Sites across San Diego County as one-stop shops for youth seeking resources. Community Access Sites use youth-specific assessment tools developed with input from youth and youth providers.

In 2021, RTFH transitioned to a new CES workflow to improve data quality and reduce the length of time from housing match to program enrollment and housing move in. Now, only youth who have identified housing as a goal, enrolled in a program, and completed an assessment are enrolled in CES to be matched to available housing resources. This has improved the quality of matches and reduced the amount of time to locate referred youth.

With this transition, RTFH also collaborated with youth providers and youth with lived experience to develop a youth-specific prioritization tool to match youth with the highest needs to housing resources, establish a by name list of all youth enrolled in the CES, and launch case conferencing. Case conferencing is a weekly forum where providers discuss youth on the by name list, problem-solve to eliminate housing barriers, and bring forward clients whose vulnerabilities might not be accurately represented in their prioritization score to ensure youth are matched to the most appropriate housing resources.

In the spirit and practice of continuous quality improvement in serving youth, RTFH and Community Solutions partnered in 2021 to launch a youth-specific Built for Zero initiative for the San Diego region. Built for Zero is a methodology that uses quality data to build a by-name list of all youth experiencing homelessness in a region and system improvement action cycles to drive month over month reductions in the number of youth experiencing homelessness. The methodology is grounded in principles and practices to create racial equity. San Diego has an Improvement Team made up of youth, youth providers and local government representatives that meets at least monthly and a separate data committee that also meets monthly. RTFH and Community Solutions provide facilitation and coaching.

RTFH monitors the performance of the coordinated entry system with the goal of reducing the length of time from match to enrollment to housing move in. RTFH convenes youth providers at least annually to get feedback on the system and to provide training to improve data quality.

Question 6

Evidence of connection with the local homeless Coordinated Entry System.

Question 6 Response

The RTFH operates the Coordinated Entry System (CES) for the region from a set of policies and procedures adopted by the CoC Advisory Board, which includes multiple County leadership staff. The CES Policies and Procedures provide:

- Policies that govern and provide continuity and consistency on CES practices and what key stakeholders and participants should expect from the process; and
- A framework for service providers, federal/state/city, and County partners along with private funders and community voices to align their operational processes and procedures whenever possible.

The County has a strong connection and partnership with the CES. The County understands the intent and purpose of CES is to link persons experiencing homelessness to permanent housing solutions to end their homelessness in a timely and efficient manner.

County staff, since the commencement of CES in the region, has been an active member of the CES Workgroup which has been tasked to support the development, implementation, and refinement of the system. In April 2021, the workgroup finalized and made public the CES Policies and Procedures Guide; these were approved by both the Continuum of Care (CoC) General Membership as well as the CoC Advisory Committee. The key goals of the guide include 1). policies that govern and provide continuity and consistency on CES practices and what key stakeholders and participants should expect from the process; and 2). a framework for service providers, federal/state/city, and County partners along with private funders and community voices to align their operational processes and procedures.

In addition, the County administers a variety of permanent housing interventions that are integrated into CES, listed on the Funding Analysis, these housing interventions include but are not limited to: No Place Like Home, Veterans Affairs Supportive Housing Vouchers, Bringing Families Home and Home Safe.

Entry into CES is possible through a variety of means, including Community Access Sites - agencies that serve as starting points where people experiencing homelessness can connect to resources that meet their needs, including enrollment in the CES. These sites include walk-ins, telephone access or street outreach. County outreach staff connect with households in the geographic location where individuals and families experiencing homelessness reside, including streets, parks, campsites, vehicles, or other places not meant for human habitation, or those in more rural areas where physical Community Access Sites are limited. These street outreach teams act as mobile Community Access Sites and assess people for service needs in the same way as those who connect to services via phone or walk-in. This effort allows staff to:

- Triage in identifying a household's immediate needs;
- Information on emergency assistance and community resources;
- Progressive engagement to remedy a current housing crisis as quickly as possible;
- Diversion assistance to support households to prevent entering the homeless response system;
- Referrals to community-based services and supports; and
- Enrollment into CES when appropriate.

Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Yes

Table 1. Landscape Analysis of Needs and Demographics

People Experiencing Homelessness		Source and Date Timeframe of Data	Note About the Data Source from CoC
Population and Living Situations			
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	7638	PIT 2020	
# of People Who are Sheltered (ES, TH, SH)	3667	PIT 2020	
# of People Who are Unsheltered	3971	PIT 2020	
Household Composition			
# of Households without Children	29090	HMIS 07/01/2020 - 06/30/2021	
# of Households with At Least 1 Adult & 1 Child	2811	HMIS 07/01/2020 - 06/30/2021	
# of Households with Only Children	518	HMIS 07/01/2020 - 06/30/2021	
Sub-Populations and Other Characteristics			
# of Adults Who are Experiencing Chronic Homelessness	9834	HDIS 07/01/2020 - 06/30/2021	Adult and Head of Household Count
# of Adults Who are Experiencing Significant Mental Illness	11502	HDIS 07/01/2020 - 06/30/2021	People count of Mental Health Condition not SMI
# of Adults Who are Experiencing Substance Abuse Disorders	1830	HDIS 07/01/2020 - 06/30/2021	People count of Substance Abuse Problem
# of Adults Who are Veterans	4681	HDIS 07/01/2020 - 06/30/2021	
# of Adults with HIV/AIDS	964	HDIS 07/01/2020 - 06/30/2021	People count
# of Adults Who are Survivors of Domestic Violence	5748	HDIS 07/01/2020 - 06/30/2021	People count
# of Unaccompanied Youth (under 25)	3065	HMIS 07/01/2020 - 06/30/2021	
# of Parenting Youth (under 25)	301	HMIS 07/01/2020 - 06/30/2021	
# of People Who are Children of Parenting Youth	508	HMIS 07/01/2020 - 06/30/2021	
Gender Demographics			
# of Women/Girls	14880	HDIS 07/01/2020 - 06/30/2021	
# of Men/Boys	22866	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Transgender	169	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Gender Non-Conforming	78	HDIS 07/01/2020 - 06/30/2021	
Ethnicity and Race Demographics			
# of People Who are Hispanic/Latino	11809	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Non-Hispanic/Non-Latino	24451	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Black or African American	8993	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Asian	810	HDIS 07/01/2020 - 06/30/2021	
# of People Who are American Indian or Alaska Native	712	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Native Hawaiian or Other Pacific Islander	468	HDIS 07/01/2020 - 06/30/2021	
# of People Who are White	23454	HDIS 07/01/2020 - 06/30/2021	
# of People Who are Multiple Races	1344	HDIS 07/01/2020 - 06/30/2021	

Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (I/H/ES)	Diversion Services and Assistance (DVA)*	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/E)	Permanent Housing with Services	Day Shelter	Safe Haven	Services Only	Permanent Housing Housing only	Coordinated Entry	Other	Source(s) and Timeframe of Data	Divisions and Assistance (DIV) Data Source	Note About the Data Source from CoC
Household Composition																	
# of Households without Children	3318	2244	1853	9308	932	1028	10742	948	6472	91	9256	12	5893	67	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of Households with At Least 1 Adult & 1 Child	307	765	195	975	111	393	198	20	1	0	511	0	313	0	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of Households with Only Children	1	18	10	141	12	124	213	1	6	0	86	0	13	0	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
Sub-Populations and Other Characteristics																	
# of Adults Who are Experiencing Chronic Homelessness	1483	842	413	2893	337	18	3106	385	1587	56	2806	6	2087	18	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	Adult and Head of Household Count
# of Adults Who are Experiencing Significant Mental Illness	1748	589	881	2667	413	300	3754	472	550	79	3960	6	2899	22	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	People count of Mental Health Condition not SHI
# of Adults Who are Experiencing Substance Abuse Disorders	159	59	320	482	208	12	606	49	52	6	374	0	354	5	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	People count of Substance Abuse Problem
# of Adults Who are Veterans	1240	1309	665	860	50	341	691	213	574	47	1630	2	654	1	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of Adults with HIV/AIDS	285	28	162	275	27	20	147	20	18	0	283	0	124	2	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	People count
# of Adults Who are Survivors of Domestic Violence	609	602	318	1685	175	216	1367	123	537	18	1972	4	1463	11	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	People count
# of Unaccompanied Youth (under 25)	96	330	354	806	281	262	903	80	510	1	1335	0	590	3	HMS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of Parenting Youth (under 25)	28	150	39	88	14	23	11	10	2	0	119	0	54	0	HMS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Children of Parenting Youth	45	190	51	114	15	28	9	10	1	0	144	0	57	0	HMS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
Gender Demographics																	
# of Women/Girls	1729	2127	803	4977	467	1498	3917	371	1999	25	4360	12	2774	27	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of Men/Boys	2737	2757	1710	7533	566	1168	7315	643	4435	65	6617	0	3995	39	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Transgender	28	21	12	41	11	10	49	6	28	0	69	0	36	0	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Gender Non-Conforming	6	4	8	33	6	7	15	2	10	1	37	0	21	1	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
Ethnicity and Race Demographics																	
# of People Who are Hispanic/Latino	1104	1584	786	4233	301	1047	2876	253	1813	15	3298	4	2085	23	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Non-Hispanic/Non-Latino	3379	3261	1728	7932	719	1571	7378	755	4607	75	7567	8	4633	44	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Black or African American	1273	1665	637	2785	292	711	2350	260	1743	15	2907	2	1672	15	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Asian	87	88	45	366	19	62	172	20	119	1	204	0	140	2	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are American Indian or Alaska Native	77	83	37	263	17	31	226	21	162	1	217	0	148	2	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Native Hawaiian or Other Pacific Islander	66	53	23	179	7	37	114	17	77	1	133	0	89	0	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are White	2762	2635	1646	7831	626	1458	7302	644	4067	71	6721	10	4335	43	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	
# of People Who are Multiple Races	206	246	95	371	45	143	327	41	240	1	498	0	262	5	HDIS 07/01/2020 - 06/30/2021	HMS 07/01/2020 - 06/30/2021	

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

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested Into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please x the appropriate population)</i>												
Local General Fund	FY 2021-2022	\$ 15,400,000.00	Local Agency	Non-Congregate Shelter/ Interim Housing	Hotel rooms and case management for unsheltered homeless residents	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth																
People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>																
FY 2022-2023																		
Housing Choice Vouchers (HCVs) - via HUD	FY 2021-2022	\$ 175,600,000.00	Federal Agency	Rental Assistance	Section 8 (including VASH). Permanent Rental subsidy	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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FY 2022-2023																		
No Place Like Home (NPLH) - via HCD	FY 2021-2022	\$ 17,200,000.00	State Agency	Permanent Supportive and Service-Enriched Housing	Provides funding for the creation of affordable housing for persons experiencing homelessness, chronic homelessness or at-risk of chronic homeless who also have a serious mental illness.	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>																
FY 2022-2023																		
Coronavirus Relief Fund (CRF) - via Treasury	FY 2021-2022	\$ 7,400,000.00	Federal Agency	Diversion and Homelessness Prevention	Up to 2 months or \$3,000 for emergency rental assistance (this is paired with CARES Act funds noted above for a combined 10,000 households).	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>																
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 9,996,652.14	State Agency	Rental Assistance	Individual rental vouchers and case management/services for Housing Our Youth and the Local Rental Subsidy Program (LRSP)	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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FY 2022-2023																		
FY 2023-2024																		
FY 2024-2025																		
HOME Program - via HUD	FY 2021-2022	\$ 3,600,000.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	Provides funding for the creation of affordable housing opportunities	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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FY 2022-2023																		
Community Development Block Grant (CDBG) - via HUD	FY 2021-2022	\$ 162,000.00	Federal Agency	Diversion and Homelessness Prevention	Up to 2 months or \$3,000 for emergency rental assistance	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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FY 2022-2023																		
HOME Program - via HUD	FY 2021-2022	\$ 2,500,000.00	Federal Agency	Rental Assistance	Individual rental vouchers and case management/services (paired with HHAP noted above for the LRSP)	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
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FY 2022-2023																		
Other <i>(please enter funding source)</i>	FY 2021-2022	\$ 4,246,000.00	State Agency	Rental Assistance	Rental support and case management for the Community Care Coordination program which services people exiting jail who are homeless and have a serious mental illness.	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS <i>(please "x" all that apply)</i></td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other <i>(please enter here)</i></td> </tr> </table>	TARGETED POPULATIONS <i>(please "x" all that apply)</i>			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
	TARGETED POPULATIONS <i>(please "x" all that apply)</i>																	
	People Exp Chronic Homelessness			Veterans			Parenting Youth											
People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth																
People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>																
FY 2022-2023																		

	FY 2021-2022		Agency	Rental Assistance		Description	Priority	Target Population	TARGETED POPULATIONS (please "X" all that apply)						
	FY 2022-2023	FY 2023-2024		Amount	Program				People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders
Other (please enter funding source)			\$ 400,000.00	State Agency		Landlord engagement and individual vouchers through flexible pool	X	ALL PEOPLE EXPERIENCING HOMELESSNESS							
CaiWORKS Housing Support Program (HSP) - via CDSS			\$ 5,400,000.00	State Agency		The CaiWORKS Housing Support program housed 170 people in transitional housing and 312 in permanent housing.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS							
Housing and Disability Advocacy Program (HDAP) - via CDSS			\$ 1,186,759.00	State Agency		Provides rental assistance to individuals who are disabled and in the process of applying for benefits.		ALL PEOPLE EXPERIENCING HOMELESSNESS							
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH			\$ 4,569,898.00	State Agency		Comprehensive Care Coordination (C3) Straight to Home program provides support services and housing to individuals who are justice-involved.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS							
Bringing Families Home (BFH) - via CDSS			\$ 5,228,154.00	State Agency		Provides financial assistance and housing-related wrap-around supportive services, including, but not limited to rental assistance, housing navigation, case management and security deposits. BFH assists CWS involved families.		ALL PEOPLE EXPERIENCING HOMELESSNESS							
Home Safe - via CDSS			\$ 4,863,726.00	State Agency		Home safe supports the safety and housing stability of seniors and adults with disabilities served by or in the intake process for adult Protective Services who are experiencing or at risk of homelessness	X	ALL PEOPLE EXPERIENCING HOMELESSNESS							
HUD-VA Supportive Housing Program Vouchers (HUD-VASH) - via HUD			\$ 9,400,000.00	Federal Agency		Collaboration between the VA and the Housing Authority to provide rental assistance to veterans experiencing homelessness with VA case management and supportive services.		ALL PEOPLE EXPERIENCING HOMELESSNESS	X		X				
Family Unification Program Vouchers (FUP) - via HUD			\$ 490,000.00	Federal Agency		Referrals from Child Welfare Services (CWS) to Housing Authority of the County of San Diego (HACSD) to provide rental assistance to CWS families for whom lack of adequate housing is the primary factor for family separation or for foster youth leaving care and who are currently homeless or at risk of homelessness.		ALL PEOPLE EXPERIENCING HOMELESSNESS							
Family Unification Program Vouchers (FUP) - via HUD			N/A	Federal Agency		Housing voucher assistance for reunifying families or families whose children are at risk of out of home placement due to inadequate housing/impending loss of housing or currently homelessness; FUP assists CWS involved families and youth.		ALL PEOPLE EXPERIENCING HOMELESSNESS							

* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

Table 4. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease/Increase in # of People	Decrease/Increase as % Change from Baseline
19,771	1,977 (increase)	10% (increase)
Optional Comments		
The number of people accessing services increased annually from 2018 to 2021. Using the Outcome Goal Worksheet provided by Cal ICH, the number of people accessing services increased by 31% from 2018 to 2020 and is projected to increase by 47% from 2020 to 2024. The San Diego region aims to slow down the annual rate of increase, while still encouraging people who need services to access them, but does not anticipate the number of people accessing services to drop below 2020 levels by 2024.		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
The San Diego region is committed to reducing homelessness among Black San Diegans. Black San Diegans experience homelessness at a rate that is 6x higher than non-Black San Diegans. Black San Diegans make up about 5% of the population in San Diego County, but make up 24% of people accessing services who are experiencing homelessness (per 2020 HDIS data). The San Diego CoC established the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to make recommendations on reducing this disparity. Those recommendations are considered in the equity strategies.	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Decrease the percentage of Black San Diegans experiencing homelessness from 24% to 20% by June 30, 2024. Percentage will be determined using HDIS data for Outcome 1a: Number of people who are Black served/Total number of people served.</p>	

Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
3,971	135 (increase)	3% (increase)
Optional Comments		
<p>The 2022 PIT count showed a 3% increase (4,106) over 2020 (3,971) in the count of people experiencing unsheltered homelessness after 2 years of decline. In no time in the past 10 years has the count of the number of people experiencing unsheltered homelessness been less than 3,971. The 10 year average is 4,646, and the three year average is 4,184. Though the San Diego region is committed to making more shelter beds available, reducing the number of people experiencing unsheltered homelessness is not expected to go below 2020 numbers by January 2024 (which is about 18 months from this application submission deadline). The San Diego region has set its target using 2022 as the baseline (4,106) and aims to flatten the curve by preventing further increase by January 2024. This is reflected above as a 3% increase over the 2020 baseline.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
<p>The San Diego region is committed to reducing the percentage of Black San Diegans experiencing unsheltered homelessness. Black San Diegans make up about 5% of the population in San Diego County, but made up 22% of the people experiencing unsheltered homelessness in the 2022 Point in Time Count. This represents a decrease of only 1% from 2018 (23%) and a 1% increase over 2020 (21%), suggesting numbers could be trending upward again. People with lived experience who are Black who participated in community engagement sessions with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, voiced a demand for permanent housing pathways and safe, suitable shelter to meet basic survival needs while they wait for housing.</p>	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Reduce the percentage of Black San Diegans experiencing unsheltered homelessness from 22% to 18% by June 30, 2024. Percentage will be determined using Point in Time Count data collected in January 2024.</p>	

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.

Baseline Data: Annual Estimate of # of people who become homeless for the first time	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
9,612	384	4%

Optional Comments

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

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
<p>In 2021, Serving Seniors completed a comprehensive needs assessment with recommendations to combat homelessness among older adults in San Diego, and the RTFH established an Ad Hoc Committee on Aging and Homelessness (chaired by the CEO of Serving Seniors) to address the needs of older adults. Their recommendations were considered in framing goals and strategies for this application. The homeless population in the San Diego region is aging. Data pulled from the HMIS between October 1, 2020 and September 30, 2021 showed that 27% or just under 10,000 unique individuals who received services were 55 years of age or older, and older adults made up about 41% of the chronically homeless population (3,000 adults). In 2020, one out of every four unsheltered San Diego County residents was an adult age 55 and over and 50% also reported a chronic health condition. Many were homeless for the first time. 2020 Point in Time Count data revealed that 43% of unsheltered seniors (55 years of age or older) were experiencing homelessness for the first time, and 88% became homeless in San Diego. HDIS data was not provided for the older adult subpopulation. Looking at system data generated from HMIS for the past three HUD federal reporting years (October 1 to September 30) for first time homeless into shelters and permanent housing projects, the percentage of older adults experiencing homelessness for the first time has been decreasing, and additional focus will help to prevent future increases: 2020-2021: 1,953 individuals (21% of all people experiencing homelessness for the first time) 2019-2020: 2,315 individuals (24% of all people experiencing homelessness for the first time) 2018-2019 1,859 individuals (26.7% of all people experiencing homelessness for the first time)</p>	<p><i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p> <p>Reduce the number of adults 55 years of age or older who become homeless for the first time from 21% to 18% by June 30, 2024. Performance will be measured using HMIS system data for first time homeless into shelters and permanent housing projects.</p>

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.		
Baseline Data:	Outcome Goals July 1, 2021 - June 30, 2024	
Annual Estimate of # of people exiting homelessness into permanent housing	Increase in # of People	Increase as % Change from Baseline
4,531	390	9%
Optional Comments		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
The San Diego region is committed to increasing the percentage of Black San Diegans exiting homelessness to permanent housing. Black San Diegans experience homelessness at a rate that is disproportionately higher (6x higher) than non-Black San Diegans and Black San Diegans remain homeless longer. Per HDIS data, the percentage of Black San Diegans exiting to permanent housing was higher than the average for all San Diegans from 2018-2020, however, the percentage exiting to permanent housing declined 4% from 2018 to 2020 (from 30% to 26%). The San Diego region aims to increase outflow from homelessness for Black San Diegans to reduce the overall percentage of Black San Diegans experiencing homelessness.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i> Increase percentage of Black San Diegans exiting homelessness to permanent housing from 26% to 30% by June 30, 2024.	

Outcome Goal #4: Reducing the length of time persons remain homeless.		
Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
118	3	2.5%
Optional Comments		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
<p>The San Diego region is committed to decreasing the average length of time Black San Diegans remain homeless. Per HDIS data, the average number of days a person experienced homelessness in San Diego decreased year over year from 126 days in 2018 to 118 days in 2020. During the same period, the average number of days Black San Diegans experienced homelessness increased from 135 days in 2018 to 143 days in 2020 - 25 days longer than the average number of days for all persons served. The San Diego region aims to reduce the number of days Black San Diegans experience homelessness by 10% by June 30, 2024.</p>	<p>Decrease the length of time Black San Diegans remain homeless from 143 days to 129 days by June 30, 2024.</p>	

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.		
Baseline Data:	Outcome Goals July 1, 2021 - June 30, 2024	
% of people who return to homelessness after having exited homelessness to permanent housing	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
11%	10%	1%
Optional Comments		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
Ending youth and young adult homelessness is both a national and a local priority. In 2019, HUD awarded the San Diego CoC \$7.94 million to develop a youth-driven ecosystem of care to prevent and end youth homelessness. The CoC adopted the San Diego County Coordinated Community Plan to Prevent and End Homelessness to guide strategies and investments. This plan was incorporated as part of the City of San Diego Community Action Plan on Homelessness and the RTFH Regional Community Action Plan to Prevent and End Homelessness in San Diego. Youth made up 2,200 people seeking services in 2020 (HMIS) and 513 people counted in the 2020 Point in Time Count. Per HDIS data, Unaccompanied Youth (18-24 years) made up a higher percentage of the total persons seeking services each year between 2018 and 2020 (4% in 2018, 5% in 2019, and 7% in 2020) and returned to homelessness after exiting homelessness to permanent housing at a rate higher than the average of all persons in 2018 (11% all persons, 13% youth), 2019 (12% all persons, 15% youth), and 2020 (11% all persons, 13% youth).	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds</i> Decrease the percentage of Unaccompanied Youth (18-24) who return to homelessness after exiting homelessness to permanent housing from 13% to 11% by June 30, 2024.	

Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
1,961	196	10%
Optional Comments		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
The San Diego region is committed to increasing exits from street outreach to emergency shelter, and transitional housing or permanent housing destinations among Black San Diegans. Black San Diegans make up about 5% of the population in San Diego County, but made up 22% of the people experiencing unsheltered homelessness in the 2022 Point in Time Count. This represents a decrease of only 1% from 2018 (23%) and a 1% increase over 2020 (21%), suggesting numbers could be trending upward again. Though the numbers of people exiting street outreach to emergency shelter, TH or PH increased significantly from 2018 (201) to 2020 (1961), the percentage of Black people who exited decreased from 33% in 2018 to 27% in 2020 despite increasing numbers of Black people experiencing homelessness. Black people experiencing homelessness who participated in community engagement sessions with the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans, voiced a demand for permanent housing pathways and safe, suitable shelter to meet basic survival needs while they wait for housing.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i> Increase the percentage of Black San Diegans served in street outreach who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations from 27% to 32% by June 30, 2024.	

Table 5. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Root Causes and Upstream Prevention: This domain seeks to prevent homelessness by focusing on the root causes of homelessness and upstream prevention strategies. Strategies in this domain include addressing poverty and ensuring household stabilization and enrichment through employment programs and income supports, access to basic social services and community empowerment activities.</p> <p>Timeframe</p> <p>By June 30, 2024</p> <p>Entities with Lead Responsibilities</p> <p>County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS)</p> <p>Measurable Targets</p> <p>Phases Two and Three of this Plan to be completed by Fall of 2022 will expand on the County's commitment to preventing homelessness through upstream responses, designed to address the County's role in confronting the interconnected challenges that systemically cause and exacerbate homelessness, and those that can prevent</p>	<p><input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Diversion and Mitigation: This domain focuses on interventions that will prevent people who are on the brink of homelessness from becoming homeless, such as short-term rent assistance, mediation, housing search and connections, legal assistance, and creating alternatives to incarceration for persons experiencing homelessness.</p> <p>Timeframe</p> <p>By June 30, 2024</p> <p>Entities with Lead Responsibilities</p> <p>County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS)</p> <p>Measurable Targets</p> <p>Diversion and mitigation efforts require coordination to mobilize County resources quickly and effectively, which may include short-term rent assistance, mediation, housing search and connections, legal assistance, and creating alternatives to incarceration for people experiencing homelessness. Diversion and mitigation also involve integrating homeless prevention and response into other systems, including schools, the justice system, and physical, mental and behavioral health facilities. Phases Two and Three of this Plan to be completed by Fall 2022 will further address the cross-sector interventions and coordination needed to effectively divert people from experiencing homelessness and mitigate the impact of housing instability as it occurs.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Services, Treatment and Outreach: This domain focuses on interventions that include street outreach, harm reduction, clinical, social and housing support services.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
By June 30, 2024	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
County of San Diego, Health and Human Services Agency, Department of H	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Services and treatment includes the intersection of the County's behavioral health, healthcare, housing and homelessness to create collaborative and multi-disciplinary	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
Emergency/Interim Housing/Resources: This domain focuses on interventions for emergency and interim housing needs with assessment, supportive services coordination and housing navigation.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Timeframe	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
By June 30, 2024	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) Office of Homeless Solutions (OHS)	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
County has embarked on a variety of compassionate emergency housing solutions which range from hotel vouchers, safe parking to sleeping cabins, harm reduction interventions and housing, crisis stabilization units and joint ventures with City jurisdictions and other innovative ways to ensure those experiencing homelessness have a choice that meets their needs. Phases Two and Three of this Plan will outline the County's planned homeless emergency response efforts, which will include mapping emergency resources and housing needs across the County and identifying where County resources are uniquely suited to help fill these gaps, in coordination with nonprofit and other governmental partners.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Permanent Housing and Support: This domain focuses on providing permanent solutions to affordable housing and the support services individuals may need to maintain permanency.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
<p>Timeframe</p> <p>By June 30, 2024</p>	
<p>Entities with Lead Responsibilities</p> <p>County of San Diego, Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC), Office of Homeless Solutions (OHS)</p>	
<p>Measurable Targets</p> <p>The County is leveraging a variety of state and federal funding sources to create new affordable units and currently is funding nearly one thousand units currently in construction and over 1,600 units in the planning pipeline that will serve low income families, veterans, seniors, and people with Serious Mental Illness (SMI). In Phase Three of this Plan, it will be clear that as the County's prevention efforts increase, the ability to convert specialty housing supply intended for crisis needs into more long-term uses, will be part of the long-term strategy for housing supply.</p>	

Table 6. Funding Plans

Activity to be funded by HHAP 3 <i>(choose from drop down options)</i>	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Housing Our Youth	\$ 466,666.00	\$ -	\$ -	\$ 5,800,000.00	\$ -	\$ -		\$ 933,334.00	\$ -	\$ 394,415.74	\$ 7,594,415.74	Specialized housing and care coordination services for youth and youth adults up to and including 24 years of age.
C-HRT Team	\$ -	\$ -	\$ 1,114,776.00	\$ 1,660,166.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,774,942.00	Outreach and engagement for individuals with chronic substance use; collaboration with City of San Diego.
C-HRT Safe Haven	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,516,857.00	\$ -	\$ -	\$ 1,516,857.00	Safe Haven housing operations for C-HRT clients; collaboratin with City of San Diego.
Shallow Rent Subsidy	\$ -	\$ -	\$ -	\$ -	\$ 350,000.00		\$ -	\$ -	\$ -	\$ 24,500.00	\$ 374,500.00	A pilot senior shallow rental subsidy program to serve older adults who are low-income, rent-burdened and/or at-risk of homelessness. A consultant will provide evaluation of the program to ensure program fidelity.
Emergency Housing Intervention Planning Consultant	\$ -	\$ -	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -		\$ -	\$ 35,000.00	\$ 535,000.00	The planning, development and implementation of Compassionate Emergency Solutions and Paythways to Housing for persons experiencing homelessness.
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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Totals:	\$ 466,666.00	\$ -	\$ 1,114,776.00	\$ 7,460,166.00	\$ 850,000.00	\$ -	\$ -	\$ 2,450,191.00	\$ -	\$ 453,915.74	\$ 12,795,714.74	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

Table 7. Demonstrated Need

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

Demonstrated Need	
# of available shelter beds	22
# of people experiencing unsheltered homelessness in the homeless point-in-time count	4106
Shelter vacancy rate (%) in the summer months	84%
Shelter vacancy rate (%) in the winter months	84%
% of exits from emergency shelters to permanent housing solutions	30%
Describe plan to connect residents to permanent housing.	
<p>C-HRT Street Outreach Team will assist with placement of Safe Haven clients in the Coordinated Entry System to match with eligible housing options. In parallel, C-HRT Street Outreach will assist with documents and income assistance for clients to be housing ready.</p>	



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3
BUDGET TEMPLATE**

APPLICANT INFORMATION

CoC / Large City / County Name:	County of San Diego	Applying Jointly? Y/N	No
Administrative Entity Name:	County of San Diego	Total Allocation	\$12,795,714.74

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ 136,111.00	\$ 233,333.00	\$ 97,222.00	\$ -	\$ 466,666.00	\$ -	\$ -
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ 136,111.00	\$ 233,333.00	\$ 97,222.00	\$ -	\$ 466,666.00	\$ -	\$ -
Operating subsidies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street outreach	\$ 222,955.20	\$ 445,910.40	\$ 445,910.40	\$ -	\$ -	\$ 1,114,776.00	\$ -	\$ -
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services coordination	\$ 332,033.20	\$ 2,355,733.40	\$ 3,564,066.40	\$ 1,208,333.00	\$ -	\$ 7,460,166.00	\$ -	\$ -
<i>Services coordination: youth set-aside</i>		\$ 1,691,667.00	\$ 2,900,000.00	\$ 1,208,333.00	\$ -	\$ 5,800,000.00	\$ -	\$ -
Systems support	\$ 250,000.00	\$ 697,222.00	\$ 641,667.00	\$ 194,445.00	\$ -	\$ 1,783,334.00	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ 272,222.00	\$ 466,667.00	\$ 194,445.00	\$ -	\$ 933,334.00	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ 758,428.50	\$ 758,428.50	\$ -	\$ -	\$ 1,516,857.00	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ 17,500.00	\$ 140,140.00	\$ 212,425.00	\$ 83,850.74	\$ -	\$ 453,915.74	\$ -	\$ -
TOTAL FUNDING ALLOCATION						\$ 12,795,714.74	\$ -	\$ -
Youth Set-Aside (at least 10%)						\$ 7,200,000.00	\$ -	\$ -

COMMENTS:



County of San Diego Homeless Solutions and Prevention Action Plan

Phase One – Local Homelessness Action Plan

COUNTY OF SAN DIEGO HEALTH AND HUMAN SERVICES AGENCY (HHSA)

Department of Homeless Solutions and Equitable Communities (HSEC)

Office of Homeless Solutions (OHS)

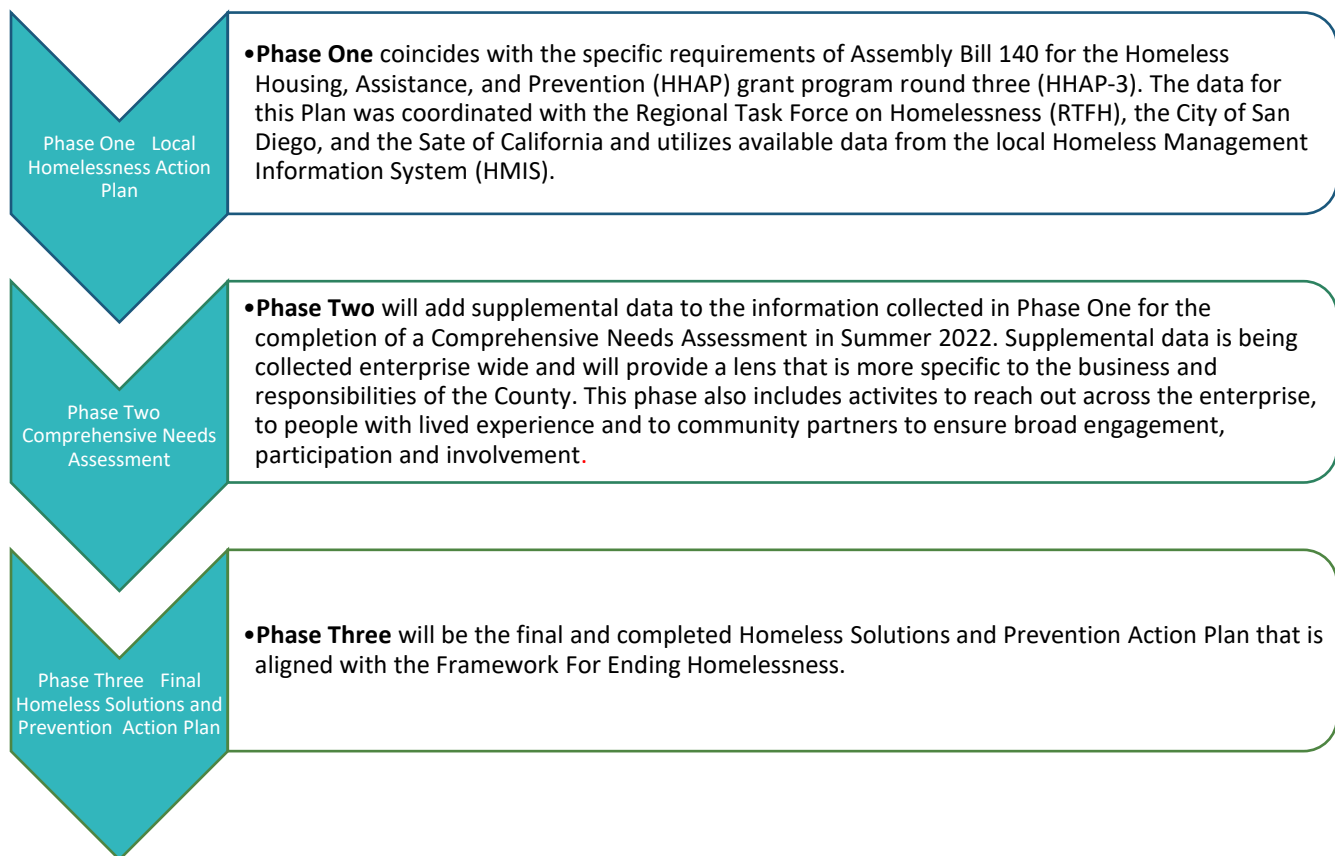
May 2022

Our Phased Plan

County governments have more complex and interconnected roles in preventing and ending homelessness than any other entity. Addressing homelessness at the time someone is experiencing a housing crisis is more expensive and less effective than working upstream which involves approaches to service provision that reduce risk factors. Properly oriented, counties can work with cities and other partners to prevent homelessness early on and move away from managing crises.

Phased Homeless Solutions and Prevention Action Plan (Plan)

The process to complete the final Homeless Solutions and Prevention Action Plan (Plan) will be through three distinct phases in order to both meet the State requirements and to utilize the information provided by County of San Diego (County) departments to support identification of service gaps and strategies and to be able to engage a broad range of stakeholders.



Phase One – Local Homelessness Action Plan

Phase One of the Plan focuses on the current needs and short-term actions the County can take in response to addressing homelessness. It aligns with the specific requirements of Assembly Bill 140 and the HHAP-3 funding, which includes: (1) Landscape Analysis of Needs and Demographics; (2) Landscape Analysis of People Being Served; (3) Landscape Analysis of State, Federal and Local Funding; (4) Outcome

Goals; and (5) Strategies to Achieve Outcome Goals. The strategies focus on moving people experiencing homelessness off the street and connecting them to shelter and/or permanent housing.

In addition, Phase One of the Plan is intended to serve as a foundation for a more comprehensive needs assessment and sets the baseline for a more robust upstream response by identifying preliminary coordination efforts, partnerships, outcome goals and strategies needed to build a system-based approach to preventing and ending homelessness. The Plan is a living document that will change and be updated to reflect new conditions. We have seen during the pandemic that circumstances can change quickly, and we must be able to adapt while continuing to act.

Phase Two – Comprehensive Needs Assessment

Phase Two of this Plan will focus on the completion of a comprehensive needs assessment. Phase Two will build on the information presented in Phase One through mixed methods data analysis and comprehensive feedback from key stakeholders across the County enterprise, the RTFH, and existing plans within other County jurisdictions. The purpose of this assessment is to help identify gaps and needs across the strategic domains in the County's the Framework for Ending Homelessness (see page 6). This will allow recommended changes to further cross-system and cross-sector efforts to develop homeless solutions. While the local landscape analysis in Phase One focuses on understanding regional data on homelessness in the crisis response system, Phase Two will expand on Phase One and bolster the understanding of regional homelessness data by analyzing County specific data across the County enterprise for people at risk of or experiencing homelessness. The goal of Phase Two is to determine how County departments can have the most impact in responding to homelessness.

Phase Three – Final Homeless Solutions and Prevention Action Plan

Phase Three of the Plan will focus on the robust and interconnected infrastructure of the County government which includes: behavioral health, physical health, criminal justice, housing, and social services, together with health plans, our local Continuum of Care, cities, service providers and the people in our communities. Homes end homelessness, but poverty, racism, lack of opportunity and violence – together with insufficient supply of affordable housing – all cause or exacerbate it. A coordinated plan that includes upstream responses to address these interconnected challenges is at the center of Phase Three. Planned for release in Fall 2022, the third phase of this Plan acknowledges that an ounce of prevention is worth a pound of cure through a focus on upstream strategies and responses.

Foundational Concepts & Frameworks

Several foundational concepts and frameworks, described below, will inform the overall Plan.

Live Well San Diego

The County Health and Human Service Agency (HHS), supports the *Live Well San Diego* vision of building better health, living safely and thriving. *Live Well San Diego*, developed by the County, is a comprehensive, innovative regional vision that combines the efforts of partners inside and outside County government to help all residents be healthy, safe, and thriving.

- *Building Better Health* focuses on improving the health of residents and supporting healthy choices.
- *Living Safely* seeks to ensure residents are protected from crime and abuse, neighborhoods are safe, and communities are resilient to disasters and emergencies.
- *Thriving* focuses on promoting a region in which residents can enjoy the highest quality of life.

The Plan aligns with *Live Well San Diego's* vision.

Framework for Ending Homelessness

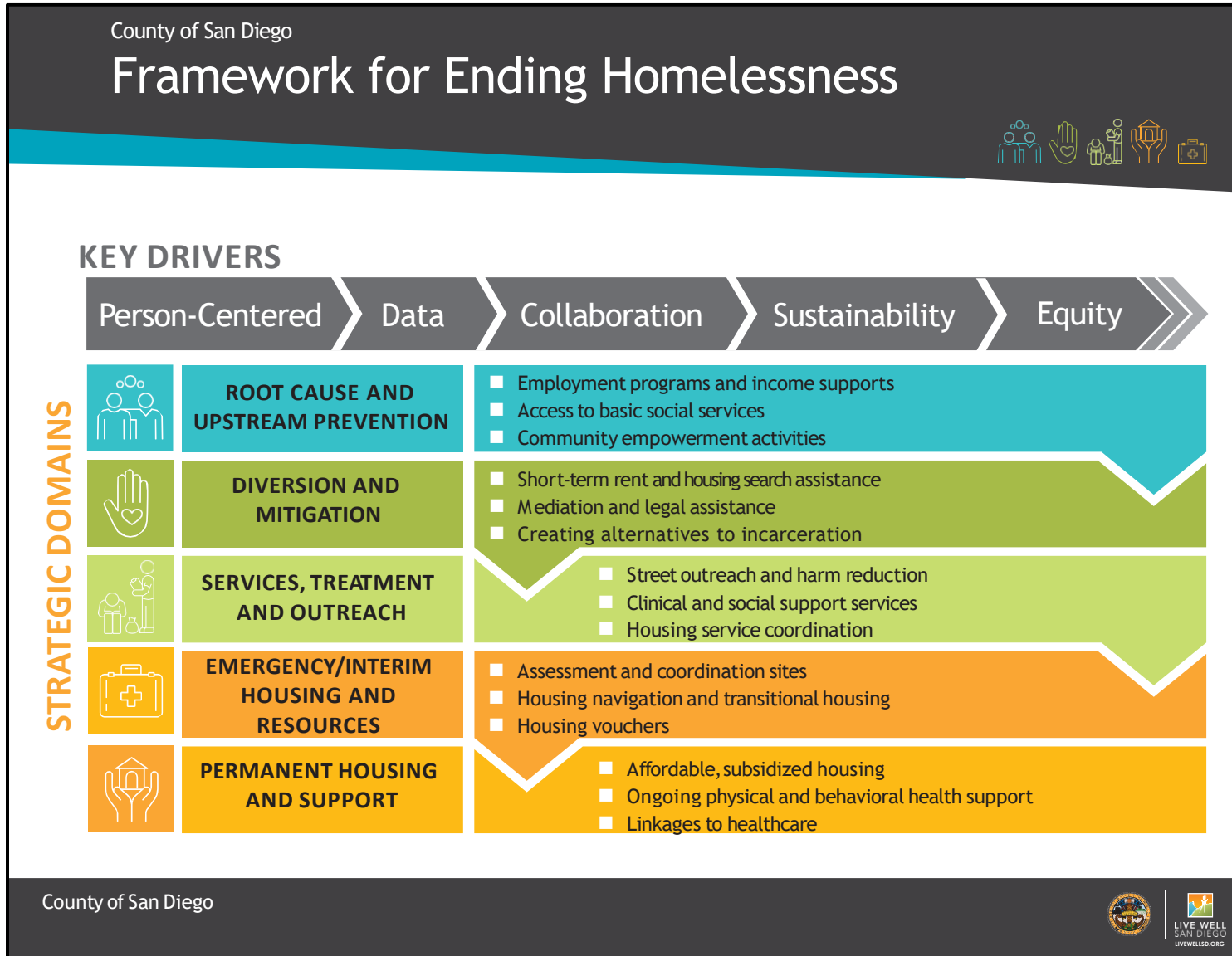
Over the last several years, the County of San Diego Board of Supervisors (Board) has demonstrated their commitment to housing and supportive services that address the needs of people experiencing or who are at-risk of homelessness.

The Board adopted the Framework for Ending Homelessness (Framework) to operationalize the Board's guiding principles on homelessness that align the existing and future work throughout the region with the goal of ending homelessness. The Framework demonstrates the County's commitment to moving from a focus on crisis management to a focus on housing solutions.

The Framework is anchored in five strategic domains: (1) Root Cause and Upstream Prevention, (2) Diversion and Mitigation, (3) Services, Treatment and Outreach, (4) Emergency/Interim Housing and Resources, (5) Permanent Housing and Support. These five strategic domains represent the continuum of opportunities to end homelessness by preventing it when possible and reducing the length of time experienced by strengthening ways to remain housed. More detail regarding the strategic domains is outlined in Phase One of the plan below.

Additionally, each of the five strategic domains is driven by five key drivers that guide the County's approach: That services be person-centered; our work uses data for decision-making; we practice and value regional collaboration; we strive for sustainability both in programming and for the people we serve; and we address disparities by keeping equity at the forefront of our work.

All parts of this phased Plan are structured around the five strategic domains established by the County's Framework.



Population Health and Healthcare

True cross-sector planning to address homelessness necessitates a deeper focus on population health. The nature of addressing complex housing needs for those with physical or behavioral health needs, for example, requires deeper information sharing and early, consistent integration. The system learned two critical lessons during the pandemic that also inform our work: (1) Chronic disease and disability are dramatically more prevalent among persons experiencing homelessness than the public at large, and (2) There is a connection between infectious diseases and development of these chronic conditions. Transforming how we think about population health will improve our ability to end the dual housing and health crisis experienced by people experiencing homelessness and help them thrive. The County is addressing the nexus of housing and healthcare through the San Diego Advancing and Innovating in Medical (SD AIM) initiative bringing together strategic healthcare partners to reach people and provide them with needed support and treatment. SD AIM presents a new opportunity with long-term sustainability for supports that can assist people with significant health issues retain a home. It also offers an opportunity to break down silos between the health, homeless response and housing sectors and an opportunity to bring prevention further into the strategies for solutions.

County of San Diego Homeless Solutions and Prevention Action Plan: Phase One

Phase One of the Plan focuses on understanding current need and action to address that need. For this initial phase, the County is using the required State data and template for the HHAP-3 application due June 30, 2022. The State template has five tables that provide data for: (1) Landscape Analysis of Needs and Demographics; (2) Landscape Analysis of People Being Served; (3) Landscape Analysis of State, Federal and Local Funding; (4) Outcome Goals; and (5) Strategies to Achieve Outcome Goals. All parts of Phase One align with the Framework's strategic domains.



Photo by Alvaro Reyes on Unsplash

Local Homeless Action Plan Template

Local Landscape Analysis of Need and People Served

The County, in partnership with the RTFH and the City of San Diego, has completed a local landscape analysis that assessed:

- **Need:** The current number of people experiencing homelessness and existing programs and funding that address homelessness in San Diego County.
- **People Served:** The number of individuals and families served in San Diego County (including the unincorporated areas), including demographic information, intervention types and demographic subpopulations to assist with identifying the number that are underserved relative to the proportion of individuals experiencing homelessness.
- **Funding:** The County has identified funds currently being used and budgeted to be used, to provide housing and homeless-related services to persons experiencing homelessness or at imminent risk of homelessness. It also identifies how this funding serves subpopulations, and types of interventions funded.

Please see Attachment B for more detailed information regarding the landscape of need, people being served, and funding in San Diego County.

Next Steps: Phase Two: Comprehensive Needs Assessment

In December 2021, County, HHSA, Department of Homeless Solutions and Equitable Communities' Office of Homeless Solutions (HSEC-OHS) contracted with Homebase – a nationally-recognized technical assistance provider – through a competitive procurement, regarding integrated issues related to housing and homelessness and to assess homelessness and housing needs in San Diego County. The purpose of this assessment is to help identify opportunities across strategic domains and recommend changes to further homelessness solutions. Phase Two of the Plan will focus on completion of a comprehensive needs assessment that includes enterprise-wide data and will build on the information presented in the Phase One Plan.

Landscape Analysis of Funding

The County has identified funds currently being used and budgeted to be used, to provide housing and homeless-related services to persons experiencing homelessness or at imminent risk of homelessness. It also identifies how this funding serves subpopulations, and types of interventions funded.

Please see Attachment B Outcome Goals and Strategies

This section of the Plan outcomes is required by the State as part of the HHAP-3 application. The measures around which the outcome goals and strategies are built are the six federal Housing and Urban Development System Performance Measures that San Diego and other communities across the nation are being held to and measured against, as defined below:

- | | | |
|--|---|---|
| 1. Reducing the number of persons experiencing homelessness. | 2. Reducing the number of persons who become homeless for the first time. | 3. Increasing the number of people exiting homelessness into permanent housing. |
| 4. Reducing the length of time persons remain homeless. | 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. | 6. Increasing successful placements from street outreach. |

Developing measurable outcomes involves a coordinated effort using the regional HMIS data, state homeless data, and local county data sources and analysis. Measurable outcomes are based on changing and evolving data estimates and will need to be revisited and revised both as the phases of the Plan evolve and over time. Due to timing constraints regarding availability of data and the State timeline, the outcome goals in this plan are preliminary and will evolve during subsequent phases. The State of California Interagency Council on Homelessness has released the baseline data for outcome goals, which provides the initial basis for our planning. Future work will include committed, integrated work around data and will include coordination with partners.

Strategies for Achieving Outcome Goals

Within the context of the Framework, the County developed the following strategies that will be implemented to meet the outcome goals identified above. As we move forward with the phases of the Plan the strategies will be refined.

These strategies align with the emerging needs and gaps from the initial needs assessment for the County. The following strategies will be updated during Phases Two and Three of the Plan as part of the County's comprehensive assessment of needs and upstream action planning processes.



Root Cause & Upstream Prevention

The robust, interconnected nature of the County makes it uniquely positioned to identify and respond to the upstream factors that can lead to and exacerbate – or prevent – homelessness. The County's efforts will follow the lead of the Board in its updated Comprehensive Homeless Policy A-128 by adding the Social Determinants of Health (the conditions in which people are born, grow, live, work and age) to prevention work.

Upstream interventions involve approaches with the potential to affect the large populations that County departments and community services providers interact with daily. Finding ways to align diverse

sectors with housing stability outcomes and provide social, economic, environmental, and equitable interventions to vulnerable people before they fall into homelessness is crucial for reducing inflow into the homeless response system. This includes strong, early childhood supports and family strengthening, reducing poverty, and ensuring access to tools that help community members thrive. Focusing on an asset-based framework for upstream work to help people thrive is critical. Use of data to identify the risk factors early on is an essential part of our work.

Phase Three of this Plan will expand on the County’s commitment to preventing homelessness through upstream responses, designed to address the County’s role in confronting the interconnected challenges that systemically cause and exacerbate homelessness, and those that can prevent it. Addressing poverty and ensuring household stabilization and enrichment through employment programs and income support services, along with access to basic social services and community empowerment activities.



Diversion and Mitigation

When homelessness is not able to be prevented upstream, there is still an opportunity to intervene and provide housing stability for people who are on the brink of homelessness. Departments across the County interact with people who are facing housing instability and the risk of homelessness, although this may not be their primary reason for engagement in services. It is important for County departments and programs across sectors to be able to identify people who need housing assistance and to be equipped to intervene while the housing crisis can be resolved.

Diversion and mitigation efforts require coordination to mobilize County resources quickly and effectively, which may include short-term rental assistance, mediation, housing search and connections, legal assistance, and creating alternatives to incarceration for people experiencing homelessness. Diversion and mitigation also involve integrating homeless prevention and response into other systems, including schools, the justice system, and physical, and behavioral health facilities.

Phase Three of this Plan will further address the cross-sector interventions and coordination needed to effectively divert people from experiencing homelessness and mitigate the impact of housing instability as it occurs.



Services, Treatment & Outreach

The County plays a crucial role in ensuring that services, treatment, and outreach for people experiencing homelessness reach throughout the entire county, including rural and unincorporated areas. The County offers a wide array of services and treatment options that address the comprehensive needs of people experiencing homelessness, provided by over a dozen County departments, that each have their own specialized resources.

Services and treatment include the needed intersection of the County’s behavioral health, healthcare, housing, and homelessness systems working together to create collaborative and multi-disciplinary interventions that provide person-centered resources and services. Street outreach and case management are being significantly expanded in partnership with 18 local jurisdictions and offer important engagement points for people in unsheltered situations to access services and treatment, and a starting point for the journey to permanent housing and support.

The County is uniquely structured and resourced to ensure that homeless services, treatment, and outreach are robust and aligned across the region, maximizing countywide efforts to prevent and end homelessness.

Phase Three of this Plan will provide greater detail about the ways in which the County can expand and effectively mobilize its homeless services, treatment options and outreach efforts.



Emergency/Interim Housing & Resources

Homelessness is an emergency, and as such, often requires emergency or interim housing and resources before a person can exit to safe, stable, and permanent housing. Interventions for emergency and interim housing should include assessment of a person’s needs, wants and barriers to housing, supportive services coordination, shelter, safe parking, sleeping spaces, transitional and temporary housing, housing subsidy vouchers and housing navigation.

The County must help identify and fill the gaps that exist in providing low-barrier emergency housing options at the local and regional levels. This will involve coordination with various County departments, local jurisdictions, and people with lived experience to plan for the development of new sites. It will also require the exploration of innovative approaches and utilization of space in order to meet the significant emergency response needs identified across the County. The County has embarked on a variety of compassionate emergency housing solutions, which range from hotel vouchers and safe parking to sleeping cabins, harm reduction interventions and housing, joint ventures with city jurisdictions and other innovative approaches to ensure those experiencing homelessness have a choice that meets their needs.

Phase Two of this Plan will outline the County’s planned homeless emergency response efforts, which will include mapping emergency resources and housing needs across the County and identifying where County resources are uniquely suited to help fill these gaps, in coordination with nonprofit and other governmental partners.



Permanent Housing and Support

The goal of housing affordability is anchored in ensuring that housing is accessible to individuals and households at all income levels, with a focus on households earning less than 30% of area median income that are considered extremely low-income.

The County must work with cities and other partners to address a variety of types of housing that match the current and future needs of people experiencing homelessness. The County is leveraging a variety of State and federal funding sources to create new affordable units and currently is funding 890 units currently under construction and 1,675 units in the planning pipeline that will serve low-income families, veterans, seniors, and people with Serious Mental Illness.

In Phase Three of this Plan, it will be clear that as the County's prevention efforts increase, the ability to convert specialty housing supply intended for crisis needs into more long-term uses will be part of the long-term strategy for housing supply.

Equity Impact Statement

Local Equity Context

The RTFH We All Count Point-in-Time Count identifies the number of individuals living on the streets or in emergency shelters on one specific designated day of the year. In the 2020 We All Count Point-in-Time Count, 7,638 individuals were identified as living on the streets or in shelters throughout the county. Of those who were unsheltered, 58% reported having a disability, which includes 37% of the population who reported having a mental health condition. A youth count was conducted, and 659 youth were counted. Of those youth, 41% reported experiencing homelessness for a year or longer. Unified under a County of One approach, the County is dedicated to addressing the root causes of homelessness and providing preventative and supportive services to the most vulnerable residents.

People of color are disproportionately impacted among those experiencing homelessness, with 27.2% identifying as Black or African American, roughly five times the proportion of African Americans in the region; 3.4% identifying as American Indian or Alaska Native, which is nearly three times the proportion in the region; 2.8% identifying as Asian; and 28% Hispanic. In general, the incidence of Black, Native Americans and other persons of color experiencing homelessness mirrors the disparities found at the broader community levels.

Commitment to Racial and Social Equity

Ensuring racial and social equity in all aspects of homelessness prevention and response is one of the key principles that guide the Framework and all items that fall under the strategic domains. Additionally, securing equitable housing, supports and funding will assist those who are experiencing homelessness or at-risk of homelessness throughout San Diego County. The recommended actions in Phase One of

the Plan, and the upcoming Phases, will provide needed housing and support to individuals countywide, including youth and those who are disproportionality represented in the homeless system; justice involved individuals; individuals with a range of health and social needs; as well as Black, Indigenous and People of Color (BIPOC). This Plan also lays the groundwork for establishing measurable outcome goals and strategies to track progress on meeting these needs, which will be refined and expanded upon in upcoming Plan Phases.

Next Steps

Comprehensive Needs Assessment

HSEC-OHS is working with Homebase to continue the comprehensive needs assessment as part of the Plan. The comprehensive needs assessment will build on the information in the Phase One and will include mapping; system modeling for upstream prevention; and an assessment of needs based on a review of community plans, guidance documents, stakeholder interviews, focus groups, and surveys.

Including Upstream Prevention

HSEC-OHS will continue to work closely with Homebase throughout 2022 to develop upstream responses as part of the Plan, which will build on and support the ongoing items laid out in the Phase One of the Plan. These upstream response strategies will detail specific strategies and action steps across the five strategic domains and five key drivers of the Framework, that the County will take in order to effectively make homelessness rare, brief, and non-recurring for all people in San Diego County, across all regions and unincorporated areas.

The Plan will detail cross-systems partnerships and system-based approaches to preventing homelessness upstream, with a focus on social determinants of health, racial and health inequities and disparities, community and family violence prevention, and long-term housing supply sustainability.

Data Driven Decision Making

There are critical opportunities for data quality improvements and better sharing that can enable more effective interventions for both prevention and action once a person is experiencing homelessness. Key examples for improvement include:

- Mechanisms for longitudinal data collection;
- Aligning definitions across sectors to maximize funding streams;
- Shared analytics and outcome goals to improve program design and reporting; and,
- Coordinating care and data sharing between homeless services, health services, child welfare, justice system partners, and other partners in preventing and ending homelessness.

The Plan will incorporate strategies for data quality improvements, sharing, and outcomes and will establish a commitment to outcomes reporting on an ongoing and annual basis.

Conclusion

The information in Phase One of the Plan is not intended to represent a comprehensive set of strategies for preventing and ending homelessness in the County. Rather, this Plan represents a starting point and a groundwork for the County's continued planning and commitment to identifying local needs and developing comprehensive goals, strategies, and partnerships to effectively respond to homelessness countywide. The Framework will be the guide that frames the final plan.