

Appendices

Appendix A:

Listing of 46 County of San Diego (County) Programs
and Alignment to the Homelessness Solutions and
Prevention Action Plan Strategic Domains

| Root Cause and Upstream Prevention |
|---|
| Innovative Housing and Services for LGBTQ+ |
| Pilot Shallow Rental Subsidy Program (SRSP) |

| Diversion & Mitigation |
|---|
| Homeless Assistance Resource Team (HART) |
| Housing Navigation & Case Management Services (HNCMS) |
| Specialized Funding for Imminent Needs (SFIN) |

| Permanent Housing Support |
|---|
| Flexible Housing Pool |
| Josue Homes (HOPWA) |
| Local Rental Subsidy Program (LRSP) |
| Mainstream Vouchers |
| No Place Like Home (NPLH) |
| Veteran Affairs Supportive Housing (VASH) |
| Landlord Incentive Program (LIP) |

| Services, Treatment and Outreach |
|---|
| Community Harm Reduction Team (C-HRT) |
| Cleanup and Sanitation Program (CSP) |
| Harmony Cleanup and Abatement |
| Home Safe |
| Home Start: Housing Navigator (HSHN) |
| Homeless Court Program |
| Homeless Patrols, Clean Up and Outreach |
| Housing and Disability Advocacy Program (HDAP) |
| Housing Navigators |
| Regional Homeless Services: Homeless Outreach and Case Management |
| LGBTQ+ Enhanced Affirming Services |
| Homeless Court Pop-Up Resource Fairs |
| Public Health Nursing Outreach Teams (Foot PODs) |
| Regional Homeless Prevention & Rapid Re-housing Program |
| San Diego Homeless Outreach Program (SD-HOP) |

| Emergency/Interim Housing and Resources |
|--|
| Bringing Families Home (BFH) |
| Community Care Coordination Re-Entry Support (C3RES) |
| Community Care Coordination Straight to Home (C3STH) |
| Community Care Coordination for Veterans (C3V) |
| Emergency Housing Voucher (EHV) |
| Foundations in Recovery |
| Haven Interim Housing |
| Housing Our Youth (HOY) |
| Ending San Diego County Homelessness |
| Inclement Weather Program (IWP) |
| Interfaith Community Services |
| Living Life Solutions (LLS) |
| Magnolia Safe Parking (MSPP) |
| Next Step Sober Living (NSSL) |
| R&R Sober Living |
| Regional Homeless Assistance Program (RHAP) |
| Restoring Citizens |
| Rotational Shelter Program |
| San Diego Second Chance |

Key Terms and Definitions

..... RELEVANT TERMS/REFERENCES

- **AB109:** Assembly Bill 109, which establishes the California Public Safety Realignment Act of 2011
- **ARPA:** American Rescue Plan Act
- **BHS:** Behavioral Health Services
- **CDSS:** California Department of Social Services
- **CES:** Coordinated Entry System
- **CFWB:** Child and Family Well Being Department
- **CoC:** Continuum of Care
- **EHV:** Emergency Housing Voucher
- **ESG:** Emergency Solutions Grants
- **GPR:** General Purpose Revenue
- **HACSD:** Housing Authority of the County of San Diego
- **HCDS:** Housing and Community Development Services
- **HCV:** Housing Choice Vouchers
- **HHAP:** Homeless Housing, Assistance and Prevention Grant Program
- **HHSA:** Health and Human Services Agency
- **HOPWA:** Housing Opportunities for Persons with AIDS
- **OHS:** Office of Homeless Solutions
- **HUD:** US Department of Housing and Urban Development
- **LUEG:** Land Use and Environmental Group
- **ICS:** Interfaith Community Services
- **JRG:** Juvenile Reentry Grant
- **MCS:** Medical Care Services
- **N/A:** Not Applicable
- **Parks and Rec:** Parks and Recreation
- **PHA:** Public Housing Authority
- **PRK:** Project Room Key
- **PSG:** Public Safety Group
- **SB678:** Community Corrections Performance Incentives Act
- **TANF:** Temporary Assistance for Needy Families
- **Urban County:** Urban County includes the unincorporated area and seven participating cities, including Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway, San Marcos and Solana Beach
- **VASH:** Veterans Affairs Supportive Housing program
- **YOBG:** Youthful Offender Block Grant Program

Data Collections Terms and Acronyms

..... DATA COLLECTION ACRONYMS

- **TBD:** To Be Determined. This acronym was used in cases in which a program is under development, there is a program evaluation underway, or the program is being modified to include the measurement in question. These are situations in which County program staff are actively putting plans in place to collect a given data point.
- **Not Applicable (N/A):** A situation in which a measurement or metric is not applicable due to the nature and/or circumstances of the program.
- **Not Readily Available:** A situation in which the data does exist within program records, but because of the way the data exists aggregating it would be too time consuming for the purposes of this assessment.
- **Not Tracked:** A given data point is not a required contract metric and/or not tracked by County program staff. This data may be available within contracted service providers records, but not submitted to the county for reporting purposes.

Appendix B:

Program Categories, Logic Models & Metrics

| Program Category | Program Description | | Programs |
|---|--|---|---|
| Street Outreach, Harm Reduction, & Navigation/Case Management | 13 programs that deliver comprehensive services that foster successful community reintegration by first establishing trust and providing essential resources. It reduces health risks associated with high-risk behaviors and facilitates access to crucial services, assisting with removing barriers and connecting individuals to housing resources that promote long-term stability. | Programs with Permanent Housing Referrals <ul style="list-style-type: none"> ❖ Home Start: Housing Navigator ❖ Housing Navigators Programs with Temporary Housing Referrals and Harm Reduction Objectives <ul style="list-style-type: none"> ❖ Homeless Assistance Resource Team (HART) Programs with Harm Reduction Objectives <ul style="list-style-type: none"> ❖ Community Harm Reduction Team (C-HRT) ❖ Public Health Nursing Outreach Teams (Foot PODs) | Programs with Temporary and Permanent Housing Referrals <ul style="list-style-type: none"> ❖ Home Safe ❖ Regional Homeless Services: Homeless Outreach & Case Management ❖ Housing & Disability Advocacy Program (HDAP) ❖ Housing Our Youth (HOY) ❖ Innovative Housing & Services for LGBTQ+ ❖ LGBTQ+ Enhanced Affirming Services ❖ San Diego Homeless Outreach Program (SD-HOP) ❖ Specialized Funding for Imminent Needs (SFIN) |
| Shelter / Temporary Housing | 10 programs offer immediate relief for those experiencing homelessness or at risk of housing loss, providing a safe environment with essential services like beds, meals, and hygiene facilities. These programs also include supportive services such as counseling and job training, serving as a bridge to long-term stability by addressing underlying issues contributing to homelessness and assisting with housing navigation and removing barriers to more stable housing. | Programs with Robust Case Management Component <ul style="list-style-type: none"> ❖ Ending San Diego County Homelessness ❖ Josue Homes (HOPWA) ❖ Magnolia Safe Parking Program (MSPP) ❖ Regional Homeless Assistance Program (RHAP) ❖ Community Care Coordination Re-Entry Support (C3RES) ❖ Community Care Coordination Straight to Home (C3STH) ❖ Community Care Coordination for Veterans (C3V) | Programs with Light or No Case Management Component <ul style="list-style-type: none"> ❖ Haven Interim Housing ❖ Inclement Weather Program (IWP) ❖ Rotational Shelter Program |
| Justice-Involved Interim Housing | 7 programs offer stable temporary housing to support reintegration into society, addressing barriers like employment, education, and healthcare. These programs reduce recidivism and support successful outcomes by offering a structured environment and access to rehabilitative services. | <ul style="list-style-type: none"> ❖ Foundations in Recovery ❖ Interfaith Community Services ❖ Living Life Solutions (LLS) | <ul style="list-style-type: none"> ❖ Next Step Sober Living (NSSL) ❖ R&R Sober Living ❖ Restoring Citizens ❖ San Diego Second Chance |
| Legal Services | 2 programs address legal barriers that exacerbate homelessness, providing representation and advice in areas like clearing warrants, obtaining birth certificates, lifting DMV holds and benefit restoration. These services are crucial for securing stable housing conditions and navigating complex legal systems. | <ul style="list-style-type: none"> ❖ Homeless Court Pop-Up Resource Fairs ❖ Homeless Court Program | |
| Voucher, Subsidy and Incentive Programs | 10 programs focus on overcome financial barriers to stable, affordable housing by providing subsidies and incentives to landlords, expanding housing options for low-income individuals and families. | Long-Term Supports <ul style="list-style-type: none"> ❖ Emergency Housing Voucher (EHV) ❖ Mainstream Vouchers ❖ Veteran Affairs Supportive Housing (VASH) Flexible Supports <ul style="list-style-type: none"> ❖ Flexible Housing Pool ❖ Landlord Incentive Program | Short-Term Supports <ul style="list-style-type: none"> ❖ Bringing Families Home (BFH) ❖ Housing Navigation & Case Management Services ❖ Local Rental Subsidy Program (LRSP) ❖ Regional Homeless Prevention & Rapid Re-Housing Program ❖ Pilot Shallow Rental Subsidy Program (SRSP) |
| Permanent Supportive Housing Development | 1 program focuses on creating long-term housing solutions integrated with supportive services, essential for fostering independence and improving quality of life. | <ul style="list-style-type: none"> ❖ No Place Like Home (NPLH) | |
| Homeless Encampment Clean-up | 3 programs address public health and safety in homeless encampments, improving conditions while connecting residents with essential services, balancing community needs with compassionate approaches. | <ul style="list-style-type: none"> ❖ Cleanup & Sanitation Program (CSP) ❖ Harmony Cleanup & Abatement ❖ Homeless Patrols, Cleanup, & Outreach | 7 |



Home Start: Housing Navigator (HSHN)

PSG

PROBATION

CONTRACTED

Housing Navigators and a Navigation Coordinator work to provide housing and resource navigation to people on probation who need assistance in finding permanent housing. Navigators meet clients in the field to assist them in identifying and finding stabilized housing, career development opportunities, and obtaining critical resources like social services or documentation.

FUNDING

FUNDING SOURCE: GPR

FY23-24 TOTAL BUDGET: \$806,700¹

FY23-24 YTD CLAIMED: \$452,968¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

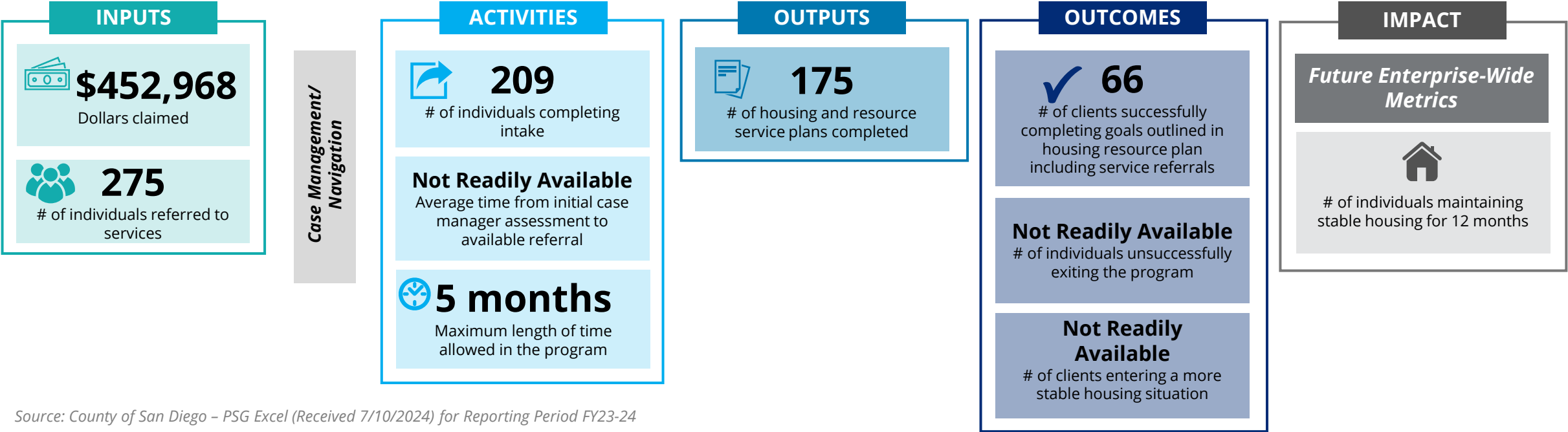
GEOGRAPHY: Countywide

¹Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

Home Start: Housing Navigator (HSHN)

ANALYSIS

This program provides case management services for justice involved individuals including the 7 interim housing program providers for Probation clients exiting the jail system or under community supervision. While program enrollment is low, this can be due to a variety of factors facing justice-involved individuals and provider staffing. Once enrolled in the program participants can experience housing placement success.



Source: County of San Diego – PSG Excel (Received 7/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS





Housing Navigators

PSG

PUBLIC DEFENDER

COUNTY OPERATED

Housing Navigators within the Public Defender's Office work to provide referrals to housing and treatment resources to individuals with an open criminal case. Navigators meet with clients both in local jail custody and in the community to assist them in identifying potential resource options. Once secured, navigators provide transportation assistance from custody to the identified housing support. Navigators also provide some limited linkage to additional needed resources such as case management, re-entry support, career development opportunities, and social services or documentation.

FUNDING

FUNDING SOURCE: GPR, Grant from the Judicial Council

FY23-24 TOTAL BUDGET: \$242,397¹

FY23-24 TOTAL CLAIMED: \$98,427¹

REACH

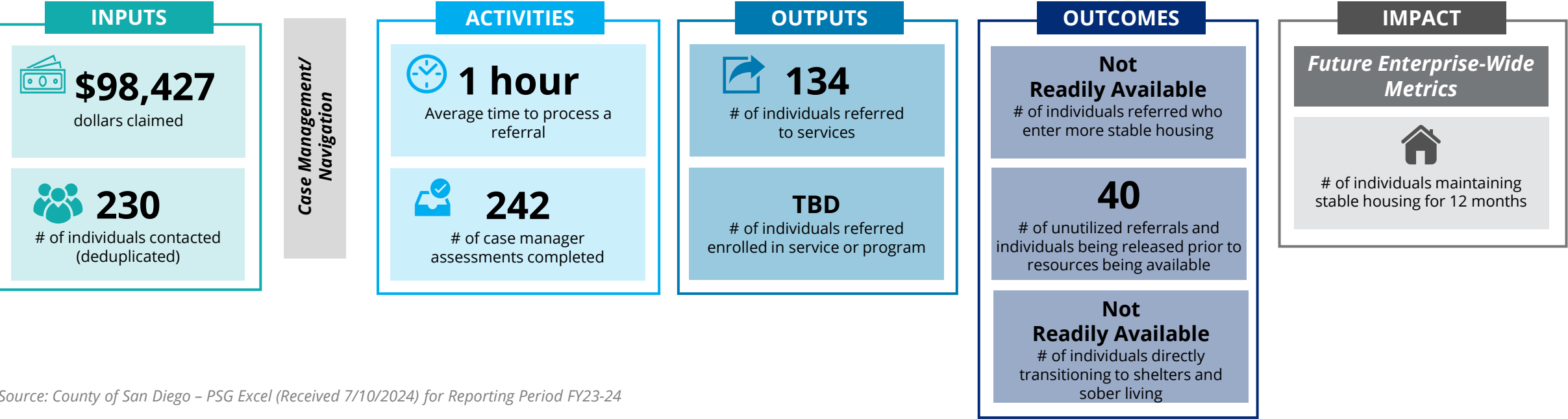
VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

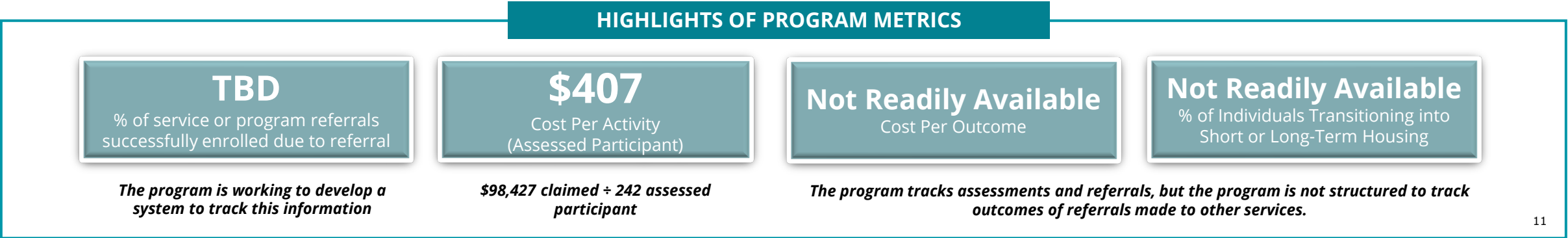
¹Source: County of San Diego – Public Defender Email (n.d.).

Housing Navigators

ANALYSIS ► Housing Navigators and staff within the Public Defender’s Holistic Services Unit complete assessments and provide referrals directly to housing, mental health, and rehabilitation programs, which may provide short or long-term housing. The program is structured such that Housing Navigators do not track outcomes after referral provided as the program does not include a case management component. The County may choose to work at a systems level to measure program outcomes in the future.



Source: County of San Diego – PSG Excel (Received 7/10/2024) for Reporting Period FY23-24





Homeless Assistance Resource Team (HART)

PSG

SHERIFF

COUNTY OPERATED

Assistance with homeless related issues in the unincorporated areas of the San Diego region. The team consists of eight deputies and one sergeant. A team of Sheriff's deputies work collaboratively with several San Diego County entities including the County of San Diego's Office of Homeless Solutions (OHS), Department of Public Works (DPW), Department of Parks and Recreation (DPR), Veteran Affairs, as well several community organizations.

FUNDING

FUNDING SOURCE: Encompasses Sheriff funding as service provider funding is counted in other program measurements for the purposes of this assessment

2023 TOTAL BUDGET: \$2.5 million¹

REACH

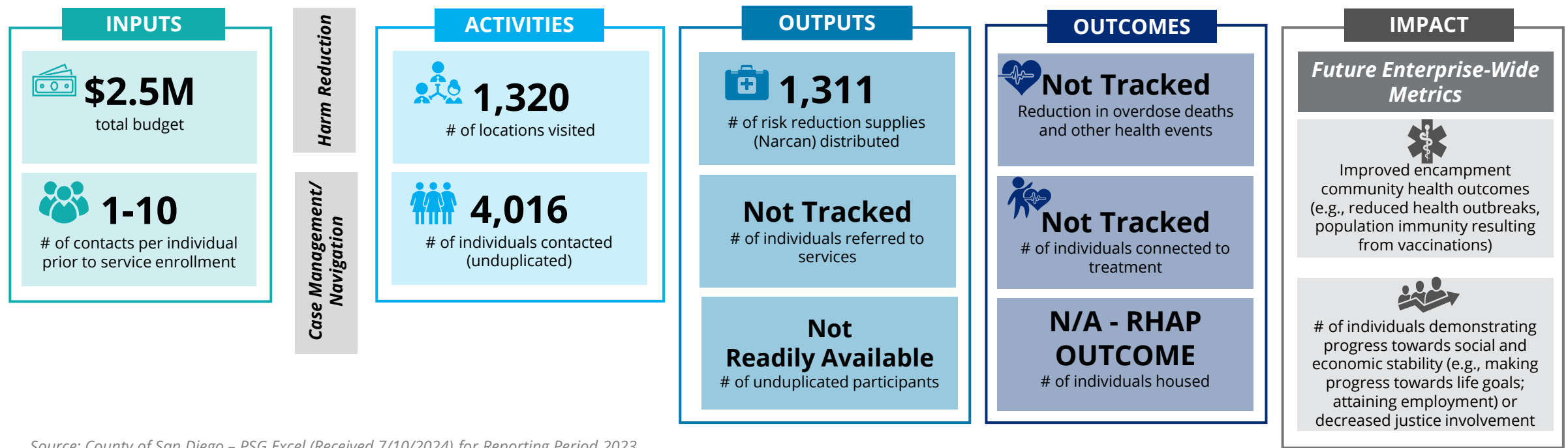
VULNERABLE GROUPS: Justice-involved Individuals and persons experiencing homelessness

GEOGRAPHY: Unincorporated Areas

¹Source: County of San Diego – Sheriff Data (1/1/2023-12/31/2023).

Homeless Assistance Resource Team (HART)

ANALYSIS ► The HART program undertakes significant outreach efforts to homeless encampments. The program demonstrates a commitment to collaborative outreach that can extend for over 6 months before an individual decides to utilize the services. As HART partners with HHSA to place individuals in emergency housing through RHAP, please refer to the RHAP program.



Source: County of San Diego – PSG Excel (Received 7/10/2024) for Reporting Period 2023

HIGHLIGHTS OF PROGRAM METRICS

Not Readily Available
Service Resistant Measurement

Contact prior to enrollment can vary significantly. Contacts can result in temporary housing placement in 1 week, or in 6 months after 10 contacts.

\$623
Cost Per Activity
(Individuals Contacted)

$\$2.5\text{M budget dollars} \div 4,016 \text{ individuals contacted}$

N/A
Individuals Temporarily Housed

To not duplicate successes, housing successes are captured in the RHAP program



Home Safe

HHSA

OHS

COUNTY OPERATED

The Home Safe program is administered by Aging and Independence Services (AIS). The program was expanded by the state in 2022 and in 2023 a collaboration between AIS and OHS enabled access to the program for people experiencing homelessness. Clients who are seniors and people with disabilities are provided with access to flexible funding, housing stabilization services and case management.

FUNDING

FUNDING SOURCE: CDSS Aging and Independence Services

TOTAL BUDGET: \$3,110,806 over 3 years¹

FY23-24 YTD CLAIMED: \$336,932¹ (as of December 2023)

REACH

VULNERABLE GROUPS: Seniors and Persons with Disabilities Experiencing Homelessness

GEOGRAPHY: Countywide

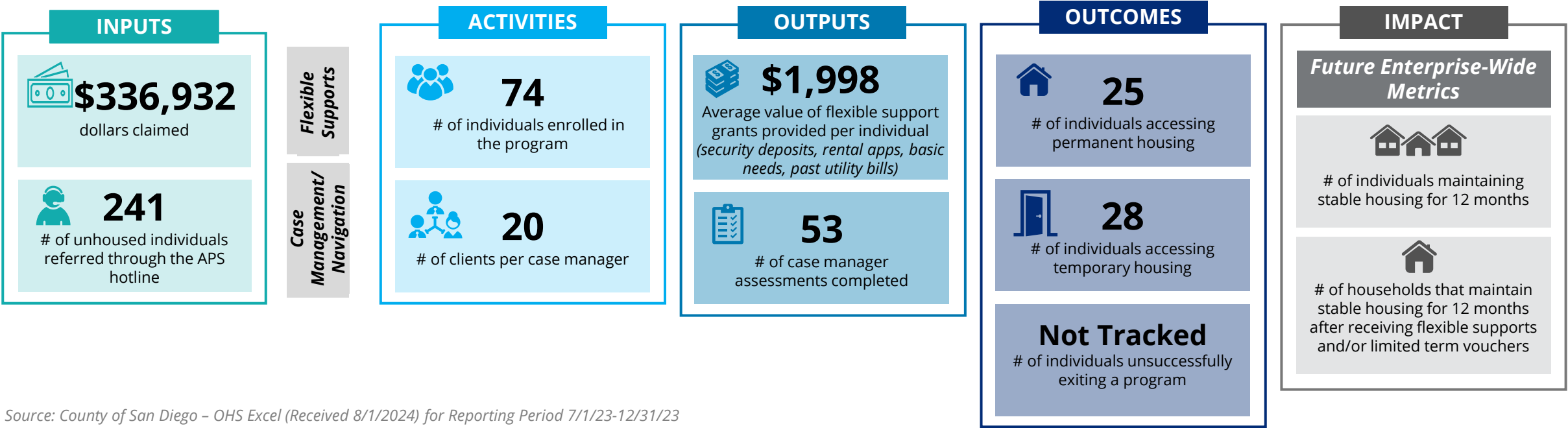
¹Source: County Provided Data – OHS Data Points (7/1/2023-12/31/2023).

Home Safe

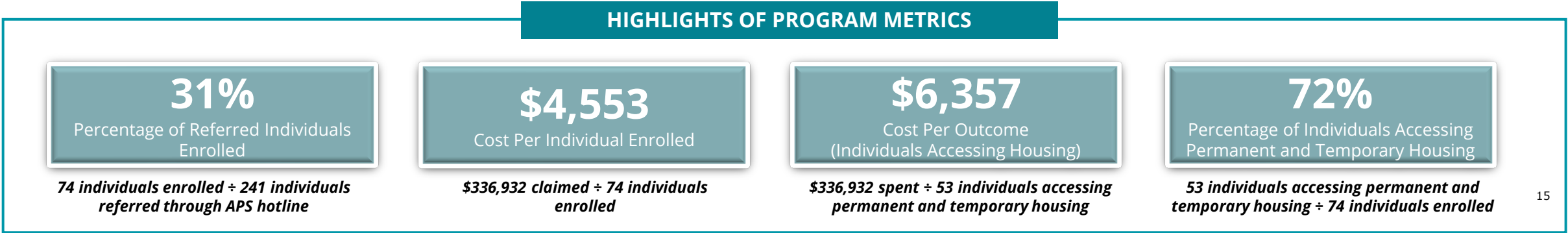
ANALYSIS



The County received two rounds of significant increased funding awards from CDSS for this program. Although the program is undersubscribed, referrals can only come from the APS hotline due to state eligibility requirements. Clients are referred to Home Safe by Adult Protective Services (APS) and have not necessarily sought out services themselves. Because of this program staff may experience challenges following up and engaging with these clients and they often opt out of services. In addition, there is often difficulty locating and engaging older homeless adults. All program participants are unhoused upon entry into the program. Follow-up with individuals after program exit could provide insight into whether one-time flexible supports result in long-term stable housing success.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period 7/1/23-12/31/23





Housing Disability and Advocacy Program (HDAP)

HHSA

OHS

CONTRACTED

Payment of housing subsidies and housing related supports for individuals with disability at risk of or experiencing homelessness using the Housing Disability and Advocacy Program funding (HDAP). The County receives a \$1.3M base allocation annually from the State for the HDAP Program. In FY 21-22 and FY 22-23, the County received increased allocations of \$14M, enhancing service availability. However, these allocations are set to expire next year. The County is working to ensure all funds are expended.

FUNDING

FUNDING SOURCE: State CDSS Housing and Disability Program

FY23-24 TOTAL BUDGET: \$5,800,000¹

FY23-24 YTD CLAIMED: \$2,451,305 (as of December 2023)¹

REACH

VULNERABLE GROUPS: Individuals with Disabilities

GEOGRAPHY: Countywide

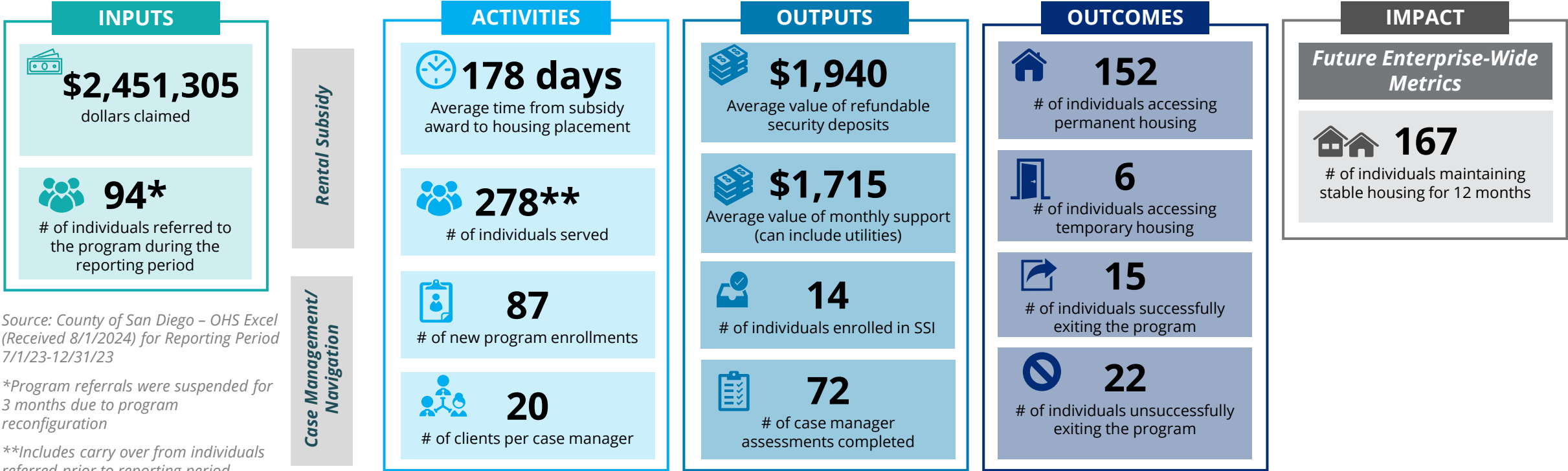
¹Source: County of San Diego – OHS Data (7/5/2022-3/31/2024).

Housing & Disability Advocacy Program (HDAP)

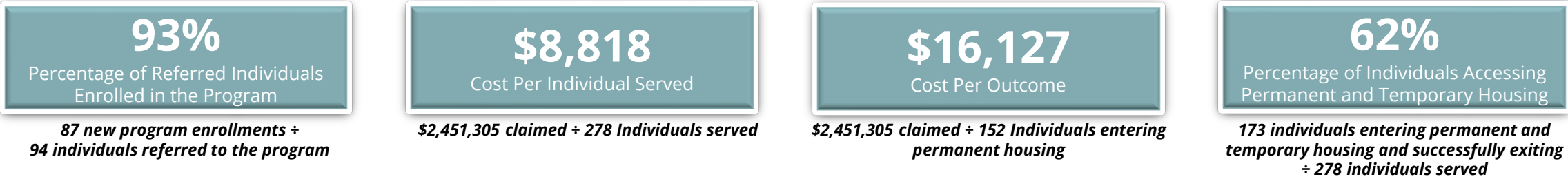
ANALYSIS



The program received significantly increased funding allocations from CDSS for two program years. HDAP was underutilized, prompting the County to pause referrals to reconfigure the program and expand eligibility. Although this program has a higher cost per outcome, it serves a special population and works to enroll participants in SSI (a 2+ year process). As SSI does not cover fair market rent, the program has experienced challenges exiting participants to housing affordable on SSI. While the program was increased because of one-time, significantly increased allocations, the program must now be ramped down to account for the decrease in state allocation.



HIGHLIGHTS OF PROGRAM METRICS





Housing Our Youth (HOY)



Specialized assistance to youth and young adults up to and including the age of 24 years throughout the San Diego region who are at-risk or experiencing homelessness, including housing, care coordination, service navigation, transportation, job preparation, subsidized employment, education assistance, tenant support, and other wrap-around services.

FUNDING

FUNDING SOURCE: HHAP

TOTAL BUDGET: \$18,000,000 over 5 years¹

FY23-24 YTD CLAIMED: \$1,212,817 (as of December 2023)¹

REACH

VULNERABLE GROUPS: Youth up to 24 years old

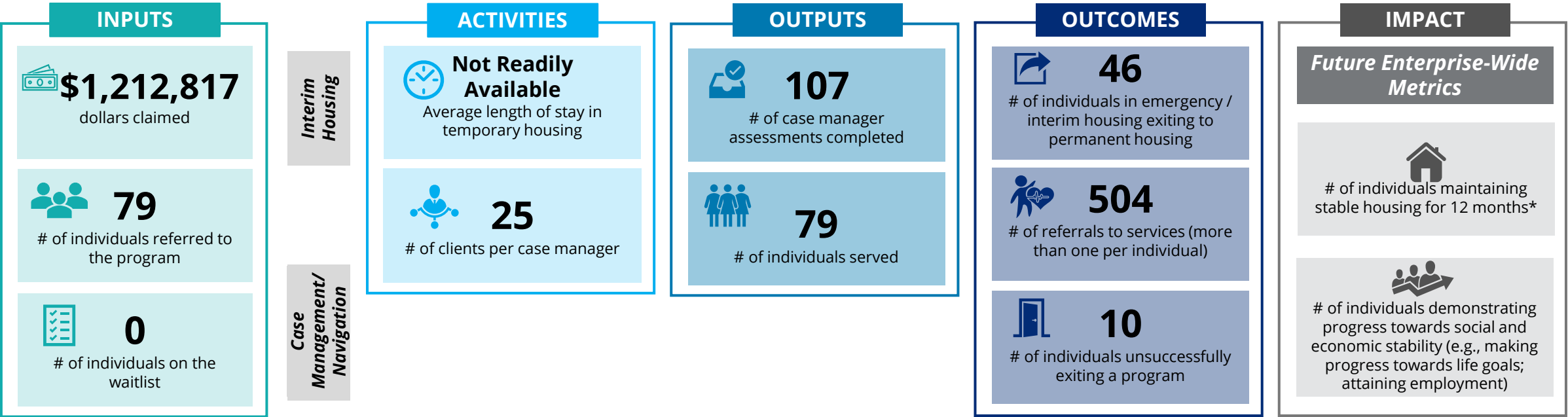
GEOGRAPHY: Countywide

¹Source: County of San Diego – OHS Data (2/1/2023-3/31/2024).

Housing Our Youth (HOY)

ANALYSIS

This program was developed based on a successful 2-year pilot. The current contract is new, has already achieved a high rate of stable housing placements for participants. Additional research can be conducted to determine if the substantial wrap-around services increase the likelihood of long-term housing stability.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period 7/1/23-12/31/23
*At the time of this report the program had not been operational for more than 12 months.

HIGHLIGHTS OF PROGRAM METRICS



This program does not have a waitlist.

\$1,212,817 claimed ÷ 79 individuals served

\$1,212,817 claimed ÷ 46 individuals exiting to permanent housing

46 individuals exiting to more stable housing ÷ 79 individuals served



Innovative Housing & Services for LGBTQ+

HHSA

OHS

CONTRACTED

Innovative housing and affirming resources and supports for people identifying as LGBTQ+ and experiencing or at-risk of homelessness. This program was implemented at the end of the assessment period. While the program has only been operational since January 2024, it has experienced successes.

FUNDING

FUNDING SOURCE: ARPA

TOTAL BUDGET: \$1,125,000¹ (over 1 year and 10 months)

FY23-24 YTD CLAIMED: \$479,743¹ (as of March 2024)

REACH

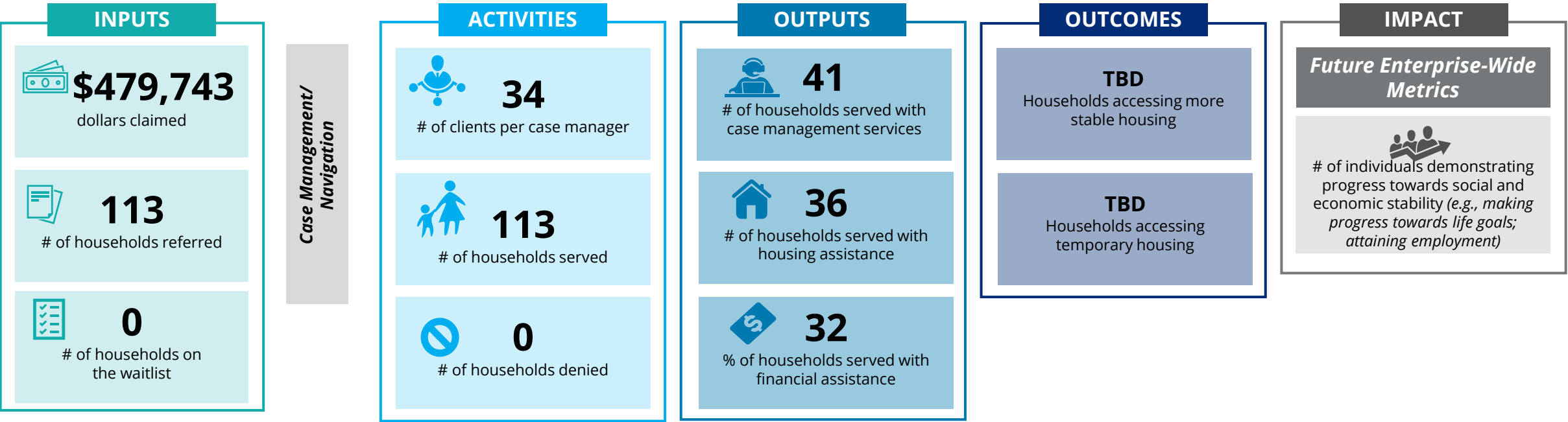
VULNERABLE GROUPS: Individuals identifying as LGBTQ+

GEOGRAPHY: Countywide

¹Source: County of San Diego – OHS Data (7/1/2023-3/31/2024).

Innovative Housing & Services for LGBTQ+

ANALYSIS ► Increased detail in program tracking will enable the County to evaluate program success. Measurements for outcomes have been added to capture accomplishments after this reporting period as the program has only been operational since January 2024.



Source: County of San Diego – OHS Excel (Received 8/01/2024) for Reporting Period 1/1/24 – 3/31/24

HIGHLIGHTS OF PROGRAM METRICS

100%
% of Households Served by the Program

*113 individuals served ÷
113 individuals referred*

\$4,246
Cost Per Households Served

*\$479,743 claimed ÷
113 households served*

TBD
Cost Per Outcome

*Tracking the specific results of
housing assistance will enable the
County to calculate cost per outcome*

TBD
Percentage of Individuals Accessing
More Stable Housing

*Tracking the specific results of housing
assistance will enable the County to
calculate cost per outcome*



LGBTQ+ Enhanced Affirming Services

HHSA

OHS

CONTRACTED

Affirming support services for people who identify as LGBTQ+ and are currently experiencing or are at-risk of homelessness, including linkages to healthcare services, family-of-choice reunification, and employment services.

FUNDING

FUNDING SOURCE: ARPA

TOTAL BUDGET: \$750,000¹ (over 1 year and 10 months)

TOTAL CLAIMED IN REPORTING PERIOD: \$318,940¹ (1/1/24-3/31/24)

REACH

VULNERABLE GROUPS: Individuals identifying as LGBTQ+

GEOGRAPHY: Countywide

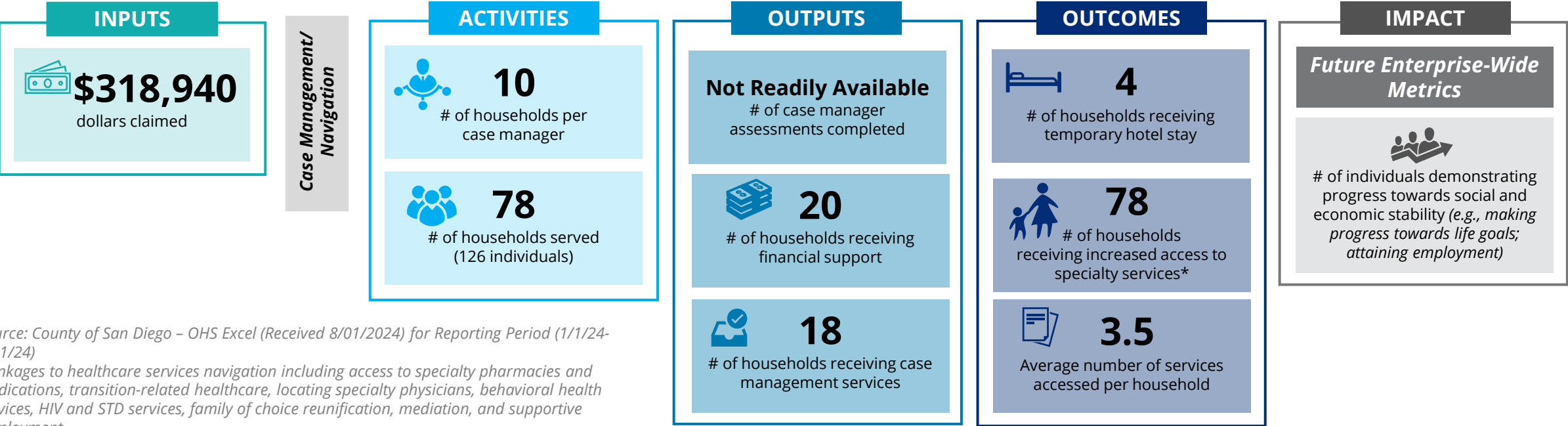
¹Source: County of San Diego – OHS Data (9/1/2023-3/31/2024).

LGBTQ+ Enhanced Affirming Services

ANALYSIS



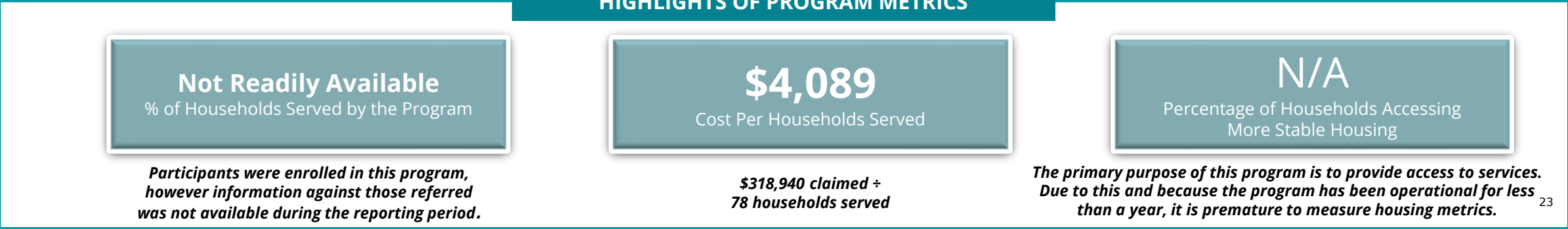
While the program has accomplished temporary stays for households, this not the focus of the program and additional research can be performed to determine how case management and flexible support services result in desired program impact to enhance access to specialty services for people identifying as LGBTQ+. The program launched in January 2024 and the contractor will begin providing reports on changes to quality of life and housing stability self-reported by participants in subsequent reporting periods



Source: County of San Diego – OHS Excel (Received 8/01/2024) for Reporting Period (1/1/24-3/31/24)

*Linkages to healthcare services navigation including access to specialty pharmacies and medications, transition-related healthcare, locating specialty physicians, behavioral health services, HIV and STD services, family of choice reunification, mediation, and supportive employment.

HIGHLIGHTS OF PROGRAM METRICS





Regional Homeless Services: Homeless Outreach & Case Management



Outreach staff and case managers work in multi-disciplinary street outreach teams to help remove barriers to housing, determine eligibility for self-sufficiency programs in the field, provide intensive case management, and other service navigation.

FUNDING

FUNDING SOURCE: GPR, TANF

FY24-25 TOTAL BUDGET: \$14,849,109¹

FY23-24 YTD CLAIMED: \$4,875,218¹ (as of December 2023)

REACH

VULNERABLE GROUPS: Persons Experiencing Homelessness

GEOGRAPHY: Countywide (primarily led in unincorporated areas)

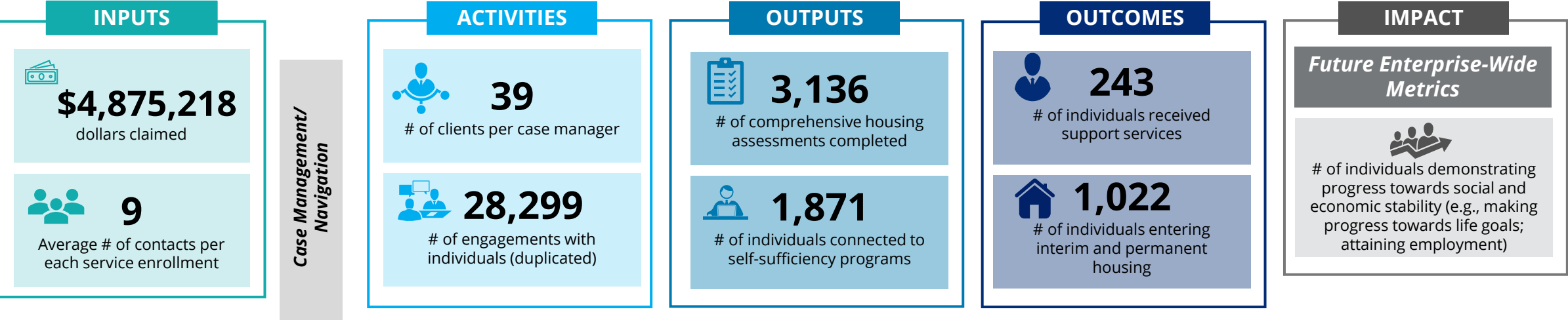
¹Source: County of San Diego – OHS Data (7/1/2023-12/31/2023).

Regional Homeless Services: Homeless Outreach & Case Management

ANALYSIS

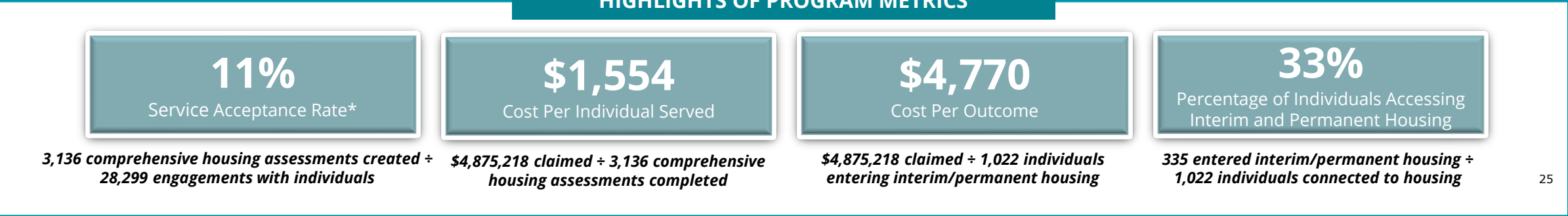


The program reached a high number of individuals at relatively low cost when compared to similar programs. The program can explore opportunities to track unduplicated individuals to gain a sense of unduplicated program activities.



Source: County of San Diego – OHS Excel (Received 8/01/2024) for Reporting Period 7/1/23-12/31/23
* Please note encampment residents may require multiple contacts to build trust prior to accepting services.

HIGHLIGHTS OF PROGRAM METRICS





San Diego Homeless Outreach Program (SD-HOP)

HHSA

BHS

CONTRACTED

Street and site-based outreach to individuals who experience Serious Mental Illness (SMI) and/or have substance use conditions and are unsheltered. Teams provide behavioral health screening and short-term case management. 100% of enrolled individuals are connected to one or more community resources.

FUNDING

FUNDING SOURCE: MHSA, Realignment

FY22-23 TOTAL BUDGET: \$2,511,201¹

FY22-23 TOTAL CLAIMED: \$2,256,413¹

REACH

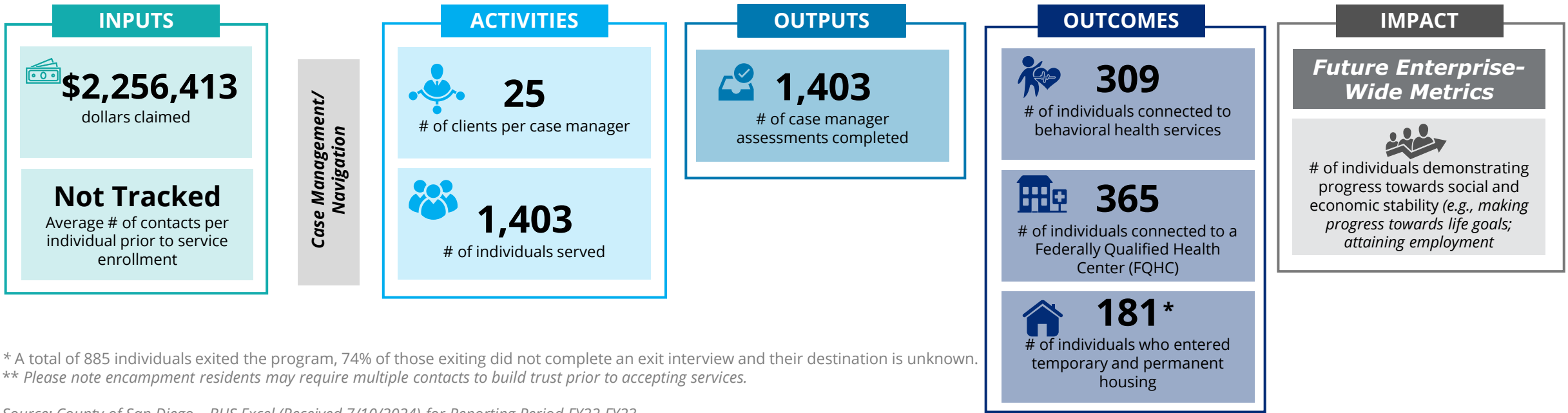
VULNERABLE GROUPS: Unsheltered adults with SMI and/or SUD

GEOGRAPHY: Countywide

¹Source: County Provided Data – BHS Data Points (7/1/2022-6/30/2023).

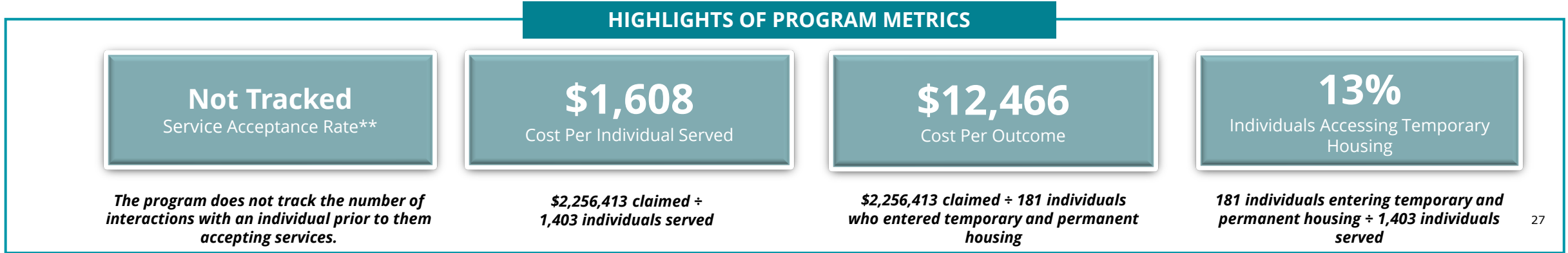
San Diego Homeless Outreach (SD-HOP)

ANALYSIS ► In the selection of programs that provide access to temporary housing options, SD-HOP has a relatively lower cost per individual served in the program; however, it also has a lower rate of supporting individuals accessing temporary housing.



* A total of 885 individuals exited the program, 74% of those exiting did not complete an exit interview and their destination is unknown.
** Please note encampment residents may require multiple contacts to build trust prior to accepting services.

Source: County of San Diego – BHS Excel (Received 7/10/2024) for Reporting Period FY22-FY23





Specialized Funding for Imminent Needs (SFIN)

HHSA

OHS

CONTRACTED

Specialized Funding for Imminent Needs (SFIN) reduces barriers to housing and housing stability, expedites housing placement, provides financial support such as security deposits and rental payments to meet imminent needs of individuals and families at risk or experiencing homelessness.

FUNDING

FUNDING SOURCE: ARPA

TOTAL BUDGET: \$4,000,000 over 5 years¹

TOTAL CLAIMED IN REPORTING PERIOD: \$341,586 (7/1/2023-12/31/2023)

REACH

VULNERABLE GROUPS: Individuals and Families

GEOGRAPHY: Countywide

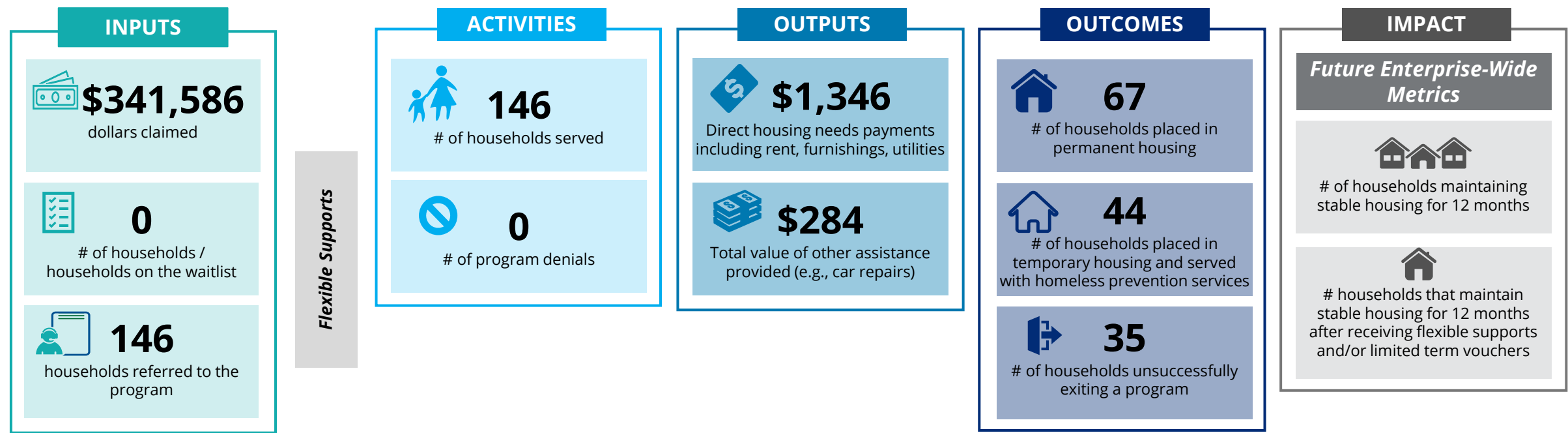
¹Source: County of San Diego – OHS Data (7/1/2023-12/31/2023).

Specialized Funding for Imminent Needs (SFIN)

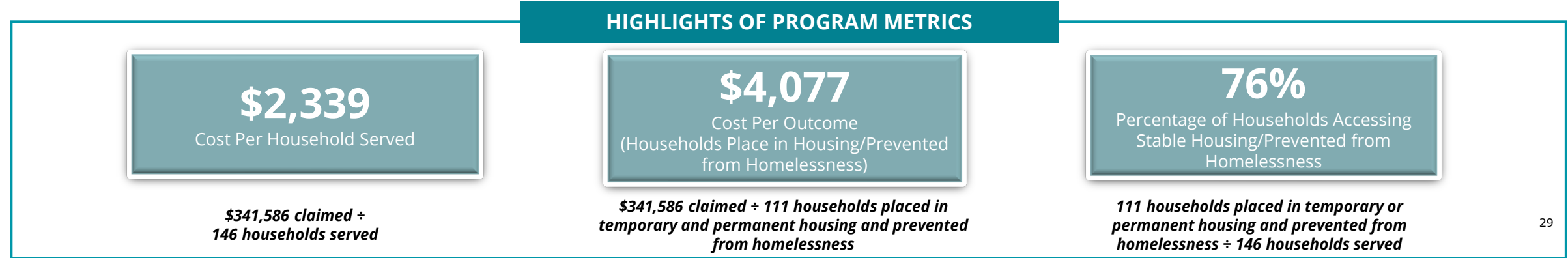
ANALYSIS



This program is successful at homelessness prevention, diversion and assisting people removing barriers to housing. While immediate prevention efforts have proven effective, additional research is needed to determine particularly if the prevention efforts lead to long-term stable housing. This program is identified as a high priority, and a needed tool in removing barriers to housing for participants. Funding sources should be identified once ARPA funding ends.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period (7/1/2023-12/31/2023).





Community Harm Reduction Team (C-HRT)



C-HRT outreach team is a community harm reduction outreach team that is focused on the East Village and Midway areas in the city of San Diego. This team includes clinician and peer support.

FUNDING

FUNDING SOURCE: ARPA, Realignment (Q4 FY22/23)

FY22-23 TOTAL BUDGET: \$1,383,471¹

FY22-23 TOTAL CLAIMED: \$1,014,163

REACH

VULNERABLE GROUPS: Individuals experiencing homelessness who have a chronic substance use condition and are resistant to services

GEOGRAPHY: Countywide with an emphasis in East Village and Midway areas

OBTAINED PERMANENT HOUSING: 35¹

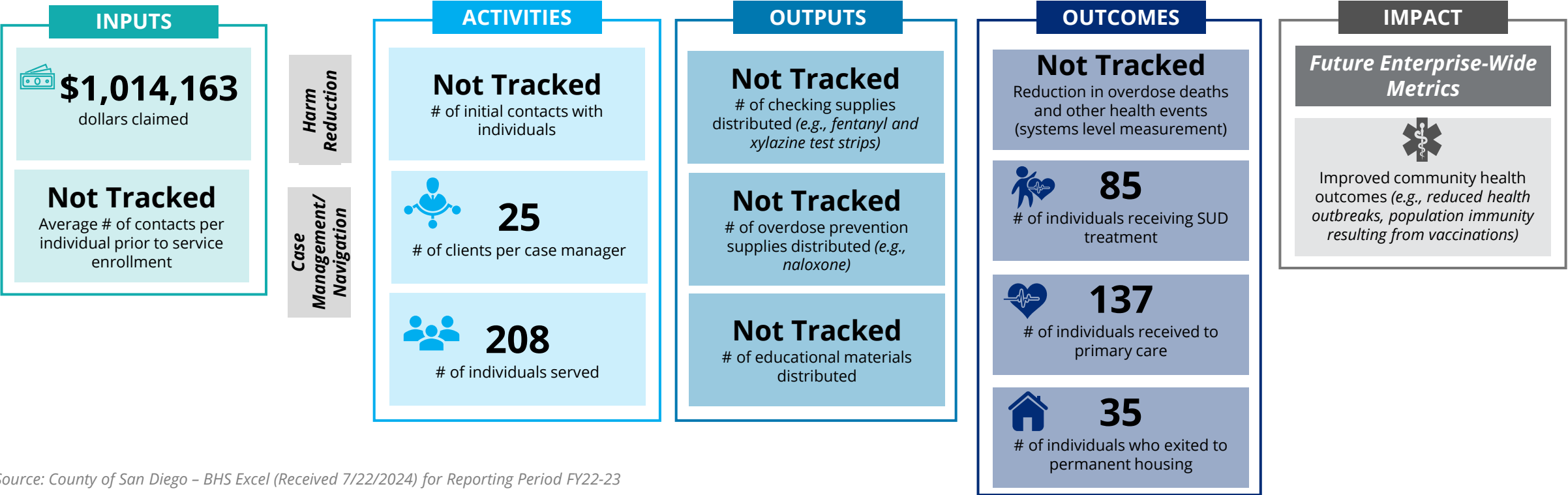
¹Source: County Provided Data – HHSA Data Points (7/1/2022-6/30/2023).

Community Harm Reduction Team (C-HRT)

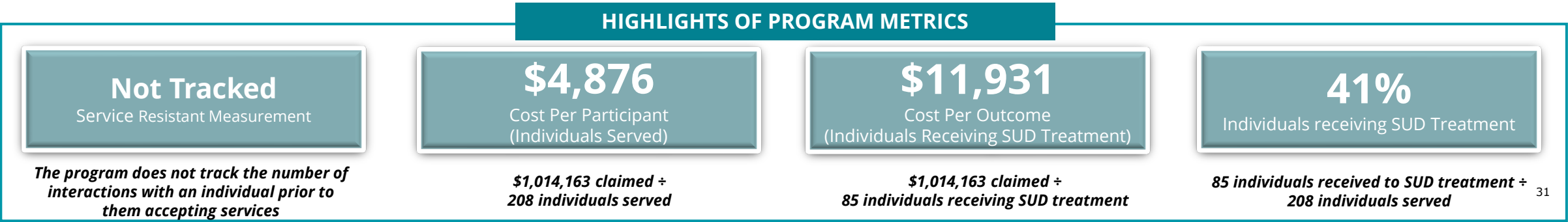
ANALYSIS



More than half (66%) of individuals served by the C-HRT team accept primary care services. While the primary outcome of this program is not long-term housing access, the program also experiences a high rate of permanent housing placement. The primary focus of the program is on serving individuals with substance use disorders and service referrals. The program refers individuals to the C-HRT shelter and designated Safe Haven. C-HRT exceeded its goal by serving 208 unduplicated individuals with a variety of services, achieving 200% of the target goal of 100 individuals. Of those served 35 individuals obtained permanent housing.



Source: County of San Diego – BHS Excel (Received 7/22/2024) for Reporting Period FY22-23





Public Health Nursing Outreach Teams (Foot PODs)

HHSA

MCS

COUNTY OPERATED

Foot POD public health nurses work closely with OHS direct outreach staff, law enforcement, and other community partners to provide health education and vaccinations to the unsheltered community. Foot Team nurses collaborate with law enforcement agencies and community outreach partners to educate and provide various vaccines to the downtown San Diego area's unsheltered community. They provide Hepatitis A, COVID-19, seasonal flu, and MPX vaccines. They also provide education and Harm Reduction resources, distribute naloxone, and hygiene kits to the unsheltered community and connect high-risk populations with valuable public health services.

FUNDING

FUNDING SOURCE: GPR

CALENDAR YEAR BUDGET: \$600,000¹ (estimated for 1/1/23 – 12/31/23)

REACH

VULNERABLE GROUPS: Available to all

GEOGRAPHY: Countywide with a focus on zip codes and surrounding areas of Oceanside, Fallbrook, Escondido, Santee, El Cajon, Chula Vista, downtown San Diego, and other areas where outreach partners go

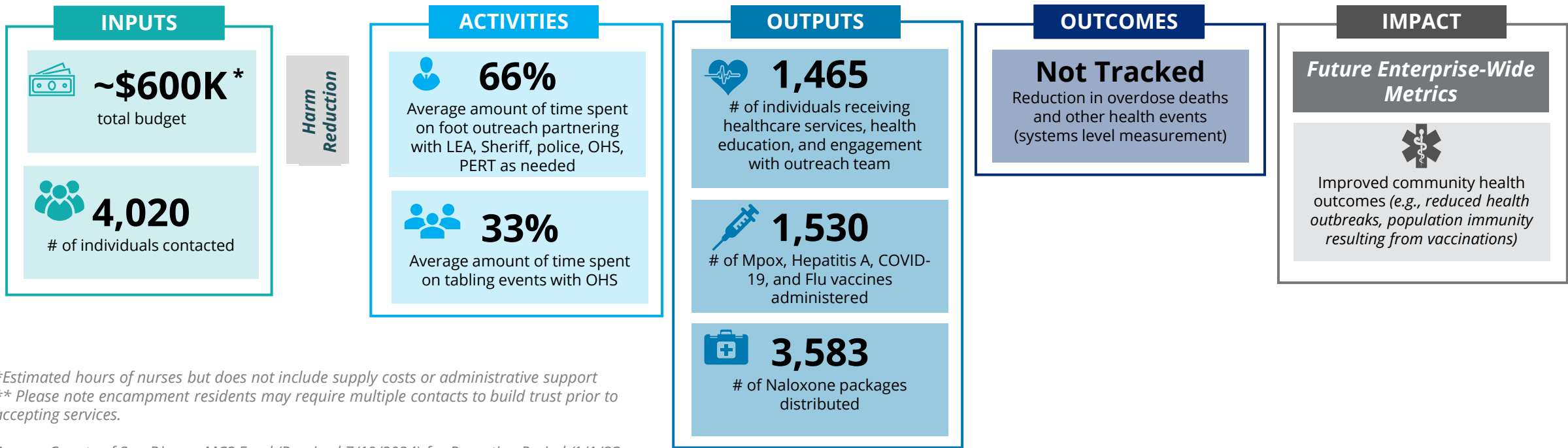
¹Source: County Provided Data – MCS Data Points (1/1/2023-12/31/2023).

Public Health Nursing Outreach Teams (Foot PODs)

ANALYSIS



The primary purpose of this program is to distribute vaccinations and control the spread of disease. During the 2023 Hepatitis A outbreak, PHS sent nurses and provided Immunization Registry representatives to support data management. This flexibility is not reflected in costs but demonstrates the adaptable nature of the teams. Improvements can be made in data tracking to track repeated contacts with individuals. Outreach teams are typically paired with Regional Homeless Outreach teams who are able to help individuals enroll in Medi-Cal and other self sufficiency services. This program reflects one aspect of improved community health, which is complimented by other programs within this assessment (e.g., clean-up programs).



*Estimated hours of nurses but does not include supply costs or administrative support
** Please note encampment residents may require multiple contacts to build trust prior to accepting services.

Source: County of San Diego – MCS Excel (Received 7/19/2024) for Reporting Period (1/1/23 – 12/31/23).

HIGHLIGHTS OF PROGRAM METRICS

36%
Service Acceptance Rate**

1,465 individuals receiving healthcare services ÷ 4,020 individuals contacted

\$410
Cost Per Output
(Individuals Receiving Services)

\$600,000 budget dollars ÷ 1,465 individuals receiving healthcare services

Not Tracked
Individuals receiving primary care

The program does not track if individuals served enroll in primary care services.



Ending San Diego County Homelessness

HHSA

HCDS

CONTRACTED

This program provides both emergency shelter, rapid re-housing services, and related support services. The program accomplishes outcomes at a low cost per outcome. Please note the County budget is listed below, but the program leverages off of additional investments including, but not limited to, a 100% ESG match.

FUNDING

FUNDING SOURCE: State ESG

FY22-23 YTD CLAIMED: \$424,039¹ (as of March 2023)

REACH

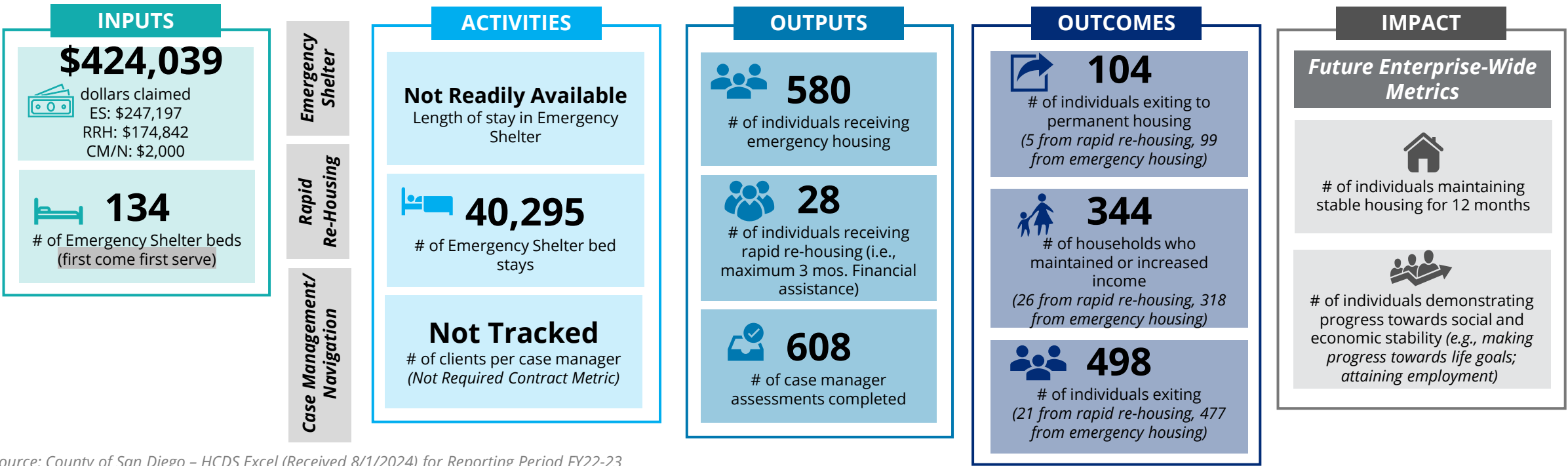
VULNERABLE GROUPS: Persons experiencing homelessness

GEOGRAPHY: San Diego County

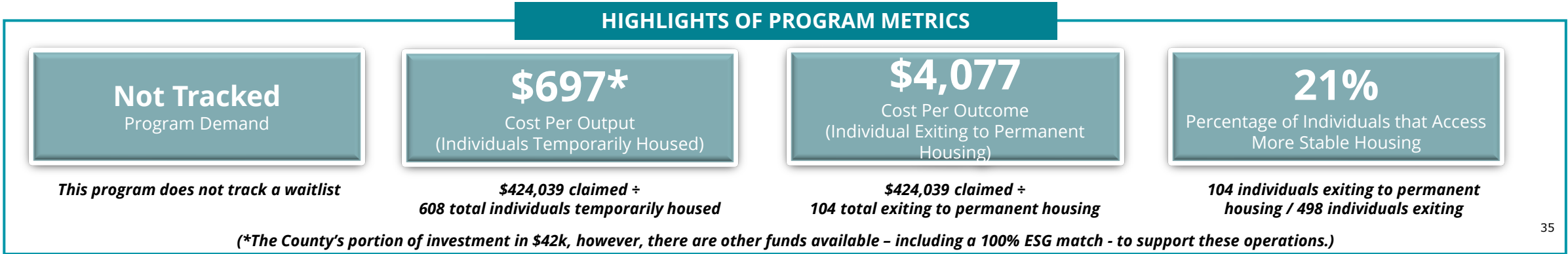
¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

Ending San Diego County Homelessness

ANALYSIS While this program achieves placements into permanent housing at a low cost per output, additional information is required to determine if leveraged funding or other resources contribute to this cost per output.



Source: County of San Diego – HCDS Excel (Received 8/1/2024) for Reporting Period FY22-23





Josue Homes (HOPWA)

HHSA

HCDS

CONTRACTED

Josue Homes provides supportive services and housing operations for persons living with HIV/AIDS. The program provides non-hospice care for individuals living with AIDs. The program reports that individuals are placed in housing relatively quickly after enrollment. It is unclear how individuals progress from the temporary housing unit into more stable housing.

FUNDING

FUNDING SOURCE: HUD, HOPWA

FY22-23 TOTAL CLAIMED: \$1,670,627¹

REACH

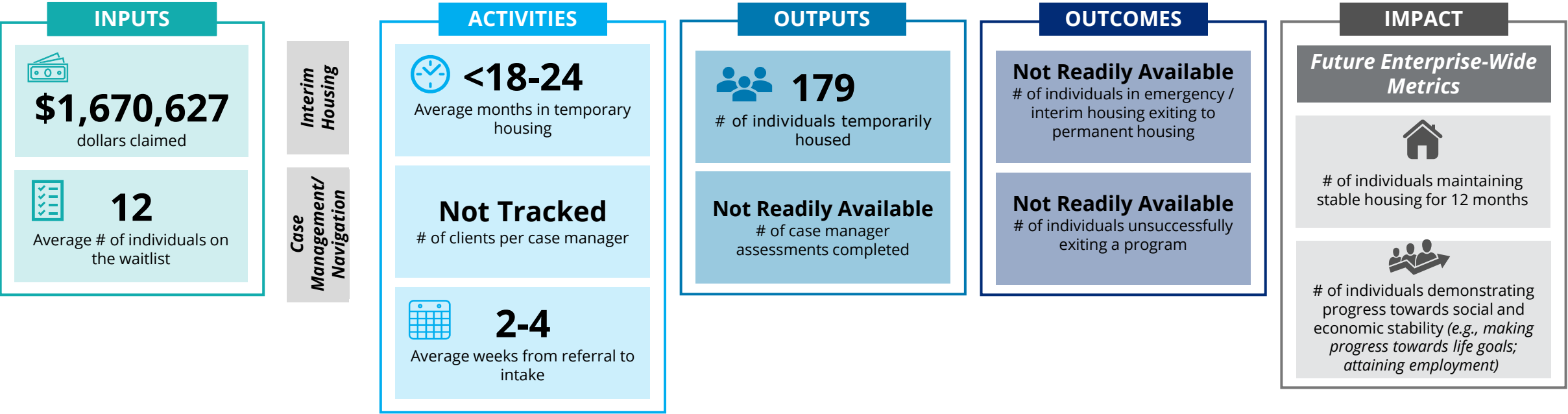
VULNERABLE GROUPS: Persons living with HIV/AIDS

GEOGRAPHY: San Diego County

¹Source: HOPWA Performance Profile – Formula Grantee: San Diego County (07/01/2022-06/30/2023).

Josue Homes (HOPWA)

ANALYSIS ► The program processes eligible clients and temporarily houses them successfully. The program can improve by better tracking the outcomes of the program and determining if individuals are able to exit into stable housing situations. While Josue Homes does not track a waitlist, the programs reports 2-4 weeks from the time a referral is received to completing an intake to the program.



Source: County of San Diego – HCDS Excel (Received 8/1/2024) for Reporting Period FY22-23

HIGHLIGHTS OF PROGRAM METRICS

12
Program Demand – Average # of households on program waitlist

While the program as a waitlist, it can generally process a referral into the program within 2-4 weeks

\$9,333
Cost Per Output
(Individuals Temporarily Housed)

\$1,670,627 claimed ÷ 179 individuals temporarily housed

Not Readily Available
Percentage of Individuals that Access More Stable Housing

The program does not readily track more stable housing exits



Magnolia Safe Parking Program (MSPP)

HHSA

OHS

CONTRACTED

Magnolia Safe Parking serves the unincorporated county by providing 17 spaces for safe overnight parking with case management, links to support services, housing navigation, and flexible funds to remove barriers to housing.

FUNDING

FUNDING SOURCE: ARPA

TOTAL BUDGET: \$5,216,751 over 3 years¹

FY23-24 YTD CLAIMED: \$189,846 (as of December 2023)¹

REACH

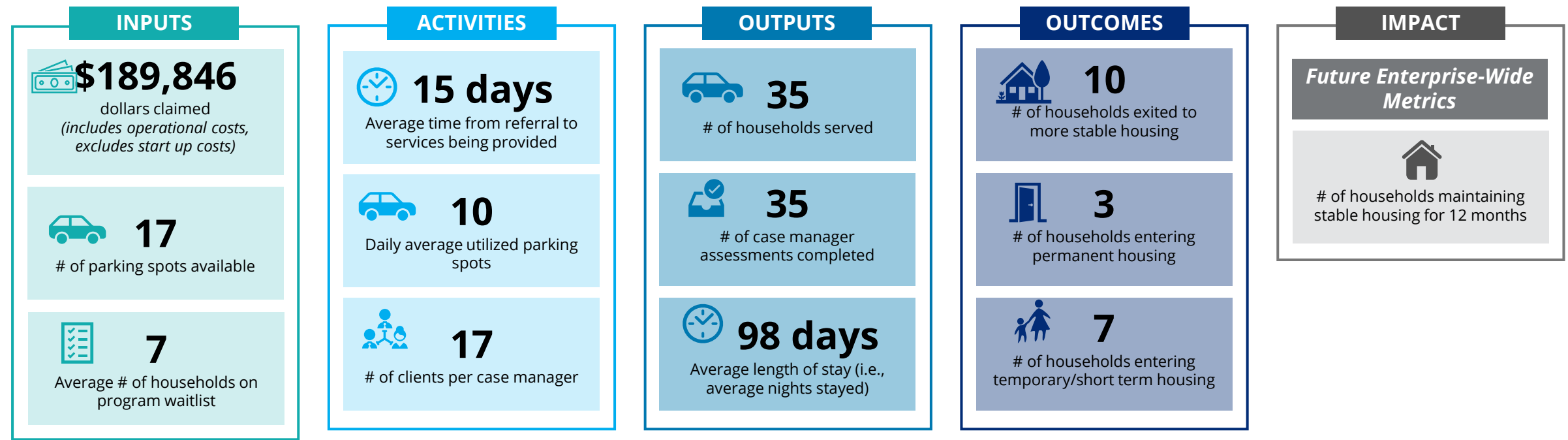
VULNERABLE GROUPS: Individuals living out of their vehicle

GEOGRAPHY: Unincorporated Areas

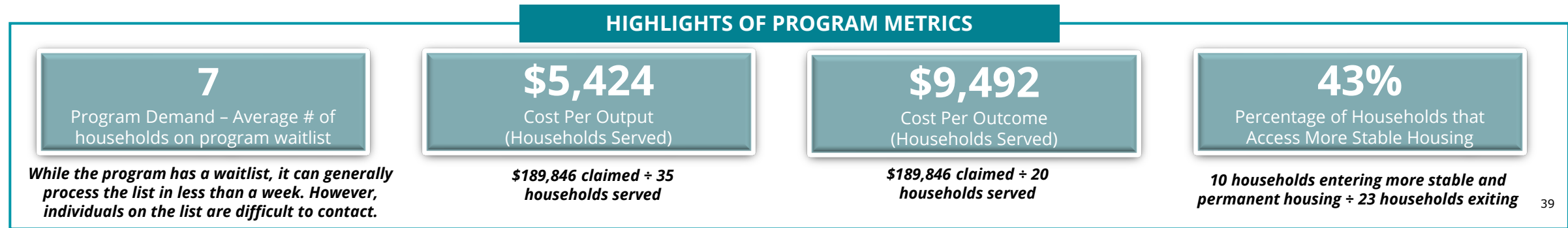
¹Source: County of San Diego – OHS Data (7/1/2023-12/31/2023).

Magnolia Safe Parking Program (MSPP)

ANALYSIS ► The program enrolls households quickly, generally within a week after they express interest. However, it is difficult to contact households on the waitlist once spots become available. Once households are enrolled in the program, they can bypass temporary housing and move directly into more stable housing.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period 7/1/23-12/31/23





Regional Homeless Assistance Program (RHAP)



Provides emergency housing using local participating hotels/motels, case management, and housing navigation to persons experiencing homelessness in the unincorporated areas.

FUNDING

FUNDING SOURCE: GPR, ESG, PRK, ARPA

TOTAL BUDGET: \$69,463,887 over 5 years¹

FY23-24 YTD CLAIMED: \$7,979,135² (as of December 2023)

REACH

VULNERABLE GROUPS: Persons Experiencing Homelessness

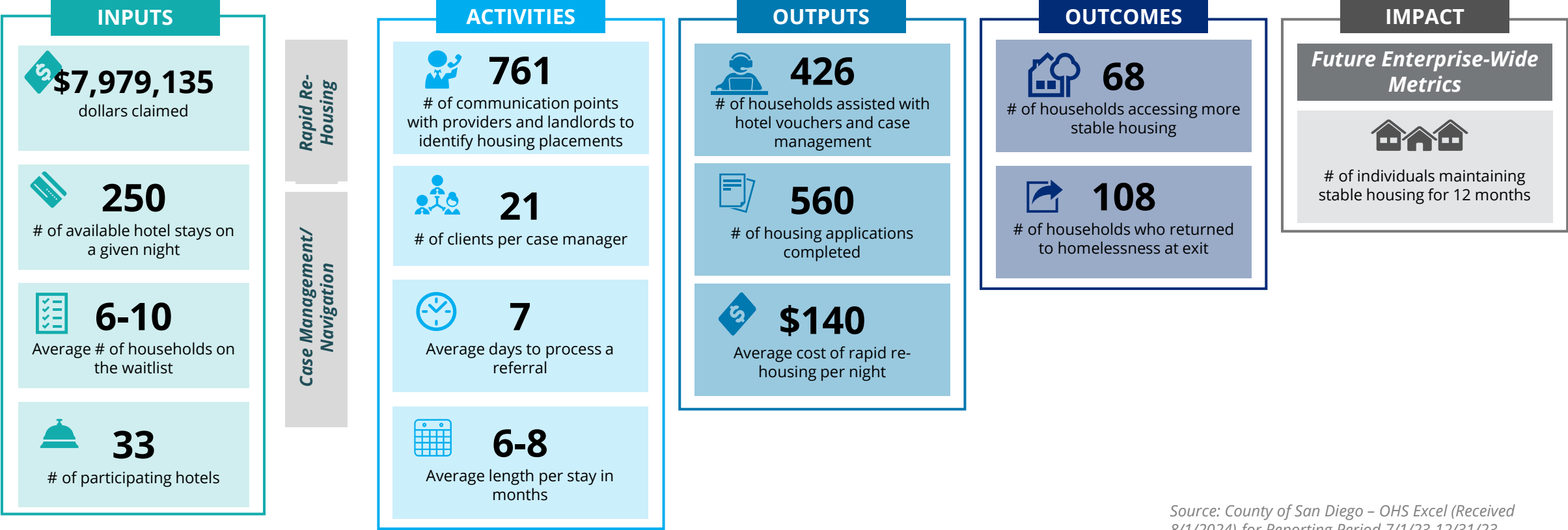
GEOGRAPHY: Unincorporated Areas

¹Source: County Provided Data – OHS Data Points (1/1/2020-3/31/2024).

Regional Homeless Assistance Program (RHAP)

ANALYSIS ►

The RHAP program is an emergency housing program leveraging hotels as emergency housing with wrap around services. This is an important safety net, serving as one of the only sources of shelter for the unhoused in unincorporated San Diego County. More analysis is needed to understand the challenges to achieving successful exits from the program.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period 7/1/23-12/31/23

HIGHLIGHTS OF PROGRAM METRICS

6-10
Program Demand - Average # of households on program waitlist

Program reports a steady waitlist for this program.

\$ 18,730
Cost Per Output (Households assisted)

$\$7,979,135 \text{ claimed} \div 426 \text{ households assisted with emergency housing and case management services}$

39%
Percentage of Households Accessing More Stable Housing

$68 \text{ individuals accessing more stable housing} \div 176 \text{ households assisted with emergency housing}$



Community Care Coordination Re-Entry Support (C3RES)

HHSA

OHS

CONTRACTED

C3RES Program provides housing-related assistance, care coordination, and peer support services to those who are experiencing or at risk of homelessness, are justice-involved, including those impacted by Proposition 47, and have a history of mental illness or a substance use disorder, with additional complex factors such as physical health, social, income, and legal needs.

FUNDING

FUNDING SOURCE: State Safe Neighborhoods and Schools Act, County Realignment

TOTAL BUDGET: \$15,178,890 over 5 years¹

FY23-24 YTD CLAIMED: \$711,325¹ (as of December 2023)

REACH

VULNERABLE GROUPS: Justice-involved Persons

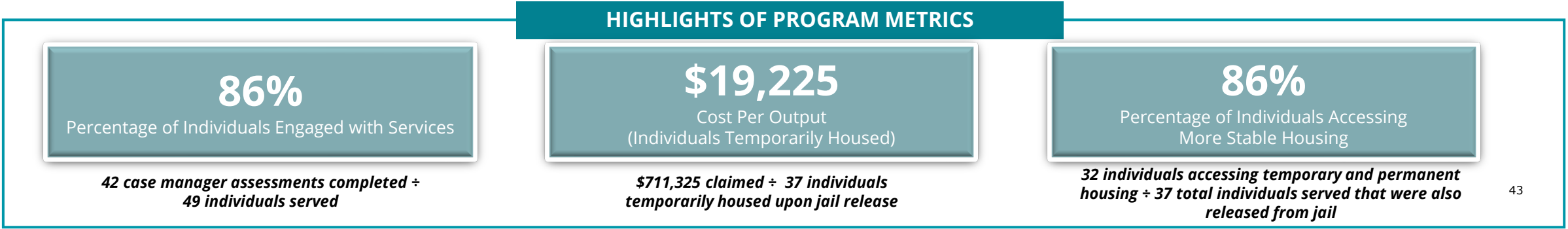
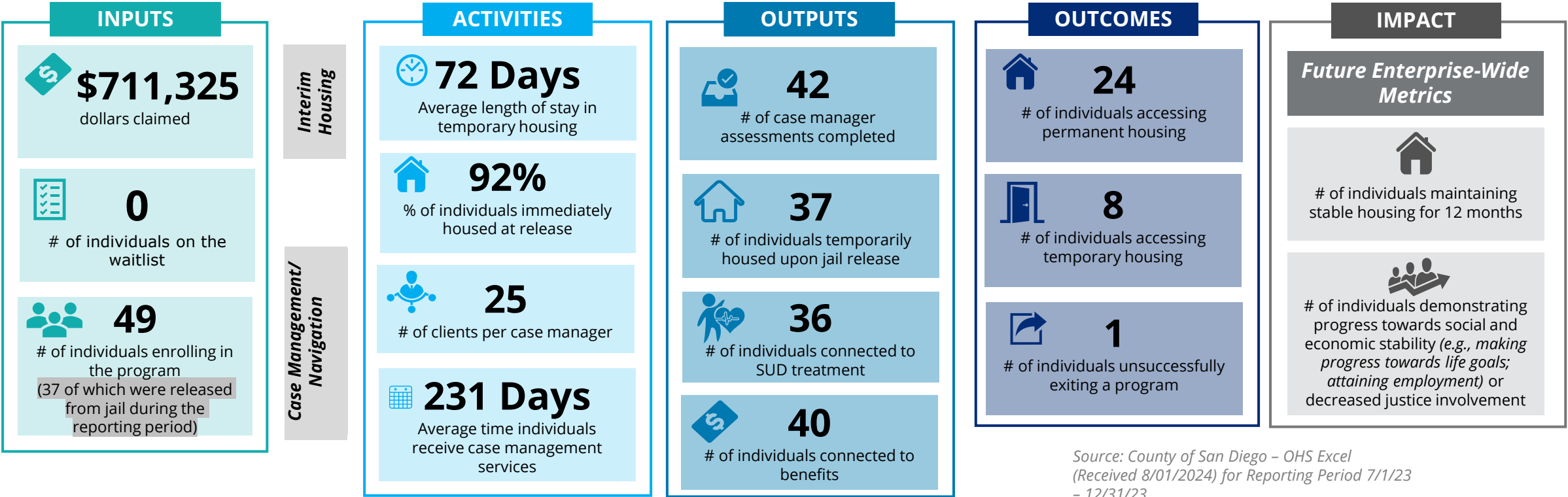
GEOGRAPHY: Countywide

¹Source: County of San Diego – OHS Data (7/1/2023-12/31/2023) represents a reporting period subset within the 5-year contract term.

Community Care Coordination Re-Entry Support (C3RES)

ANALYSIS ►

The C3RES program successfully houses justice-involved individuals in temporary housing. A high rate of participants are connected to benefit enrollment and SUD treatment, however, individuals in this program still face challenges accessing permanent housing due to issues such as job hiring requirements, credit scores as a barrier to housing, housing competition and affordability. Individuals can transfer to an independent living facility and then to permanent housing.





Community Care Coordination Straight to Home (C3STH)



Provides housing navigation, care coordination, peer support, and services to individuals exiting local jails and experiencing homelessness with high needs.

FUNDING

FUNDING SOURCE: CA HHAP-2

TOTAL BUDGET: \$4,021,512 over 3 years³

CLAIMED DURING THE REPORTING PERIOD: \$610,678³ (4/20/22 – 3/31/2024)

REACH

VULNERABLE GROUPS: Justice-involved individuals who are exiting local jails with high needs and experiencing homelessness

GEOGRAPHY: Countywide

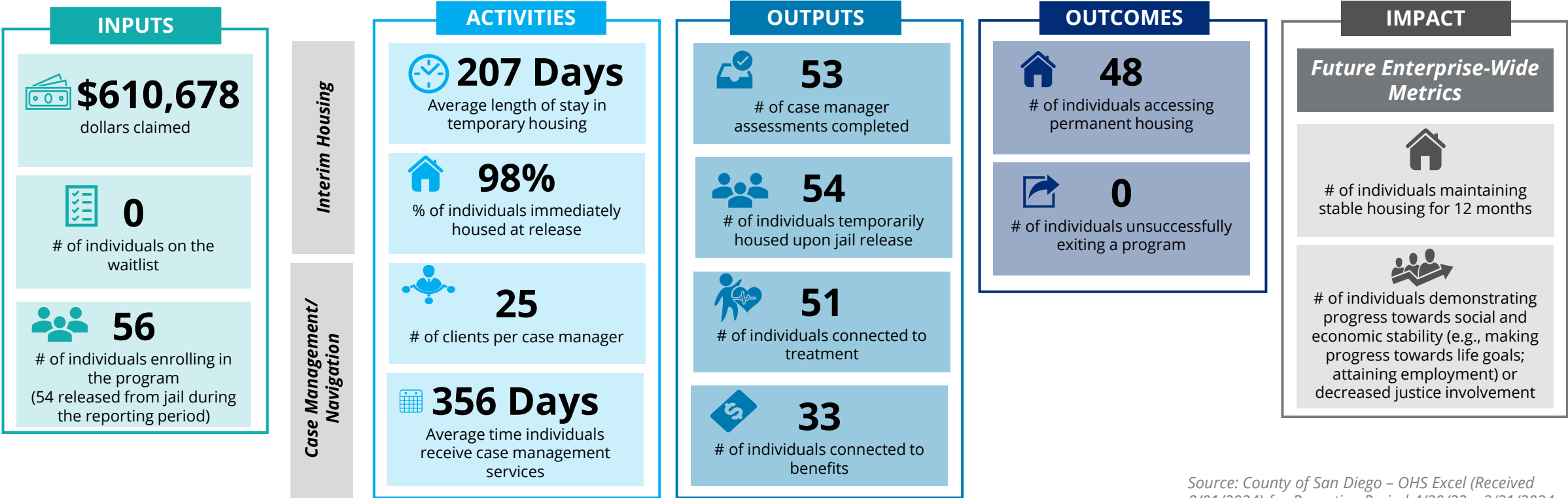
³Source: County of San Diego – OHS Data (4/20/2022-3/31/2024).

Community Care Coordination Straight to Home (C3STH)

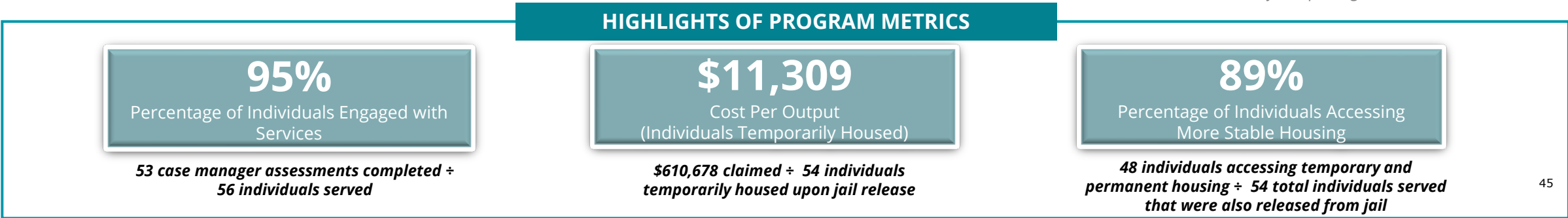
ANALYSIS



The C3STH program successfully houses justice involved individuals in temporary and permanent housing immediately on release from jail. A high rate of participants are connected to benefit enrollment and SUD treatment, however individuals in this program still face challenges accessing permanent housing due to issues such as job hiring requirements, credit scores as a barrier to housing, housing competition and affordability. Individuals can transfer to an independent living facility and then to permanent housing.



Source: County of San Diego – OHS Excel (Received 8/01/2024) for Reporting Period 4/20/22 – 3/31/2024





Community Care Coordination for Veterans (C3V)



Community Care Coordination for Veterans (C3V) program provides comprehensive care coordination, service navigation, and housing assistance to justice-involved veterans released from the local jails as well as those in the community who were recently justice-involved.

FUNDING

FUNDING SOURCE: GPR

TOTAL BUDGET: \$10,000,000 over 5 years²

FY23-24 YTD CLAIMED: \$864,305² (as of December, 2023)

REACH

VULNERABLE GROUPS: Justice-involved Veterans

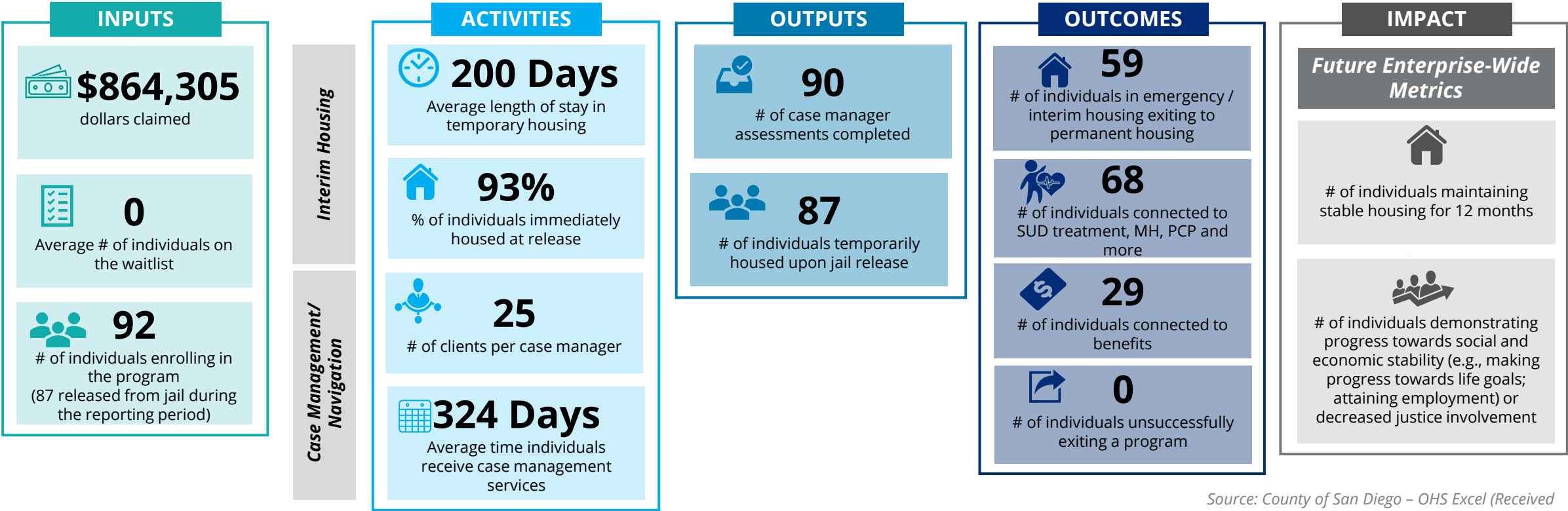
GEOGRAPHY: Countywide

Community Care Coordination for Veterans (C3V)

ANALYSIS



The C3V program successfully houses justice-involved individuals in temporary housing. A high rate of participants are connected to benefit enrollment and SUD treatment, however individuals in this program still face challenges accessing permanent housing due to issues such as job hiring requirements, credit scores as a barrier to housing, housing competition and affordability. Individuals can transfer to an independent living facility and then to permanent housing. Individuals can transfer to an independent living facility and then to permanent housing.



Source: County of San Diego – OHS Excel (Received 8/01/2024) for Reporting Period 7/1/23 – 12/31/23

HIGHLIGHTS OF PROGRAM METRICS



Haven Interim Housing



HHSA

HCDS

CONTRACTED

Emergency shelter for women and families experiencing homelessness.
17 units/40 beds total.

FUNDING

FUNDING SOURCE: Federal ESG

FY22-23 TOTAL BUDGET: \$149,493¹

REACH

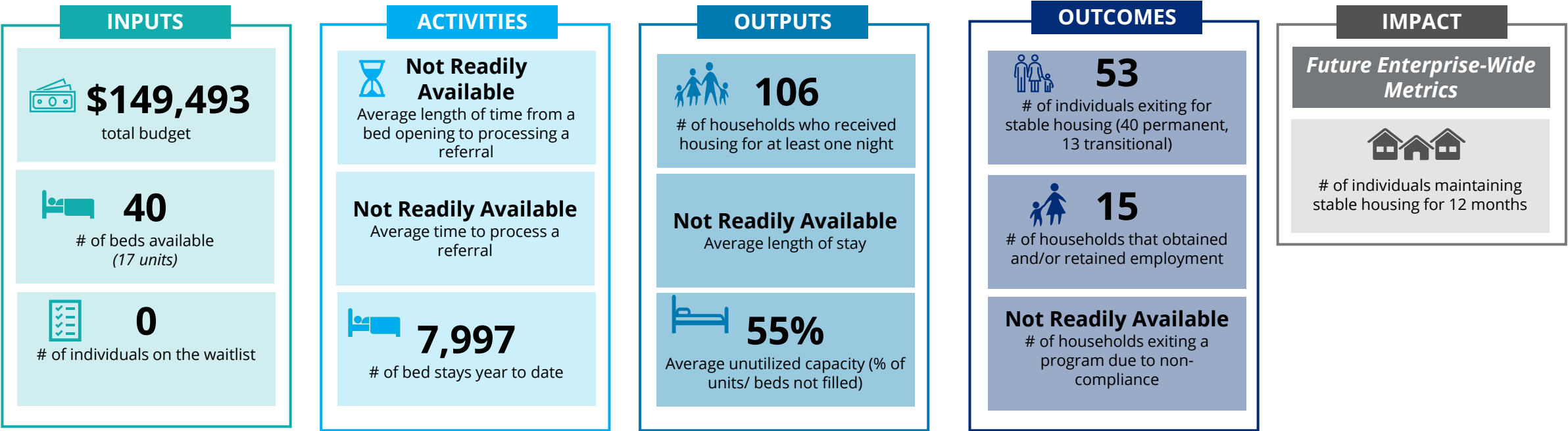
VULNERABLE GROUPS: Women and families

GEOGRAPHY: County Unincorporated Area + Urban County

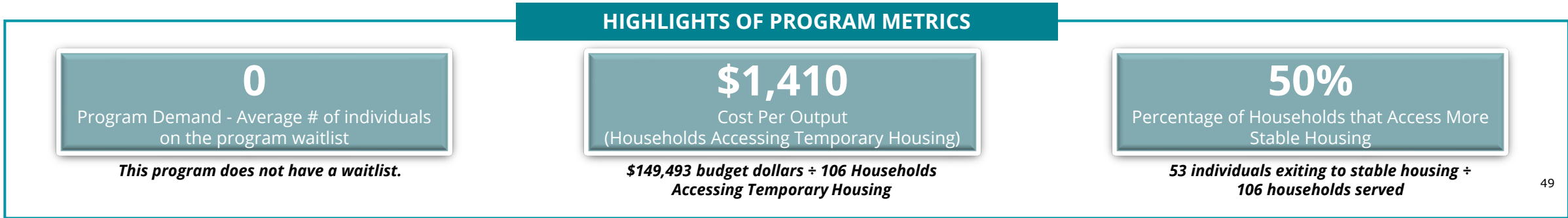
¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

Haven Interim Housing

ANALYSIS ► The Haven Interim Housing program accomplishes a high percentage of individuals exiting to stable housing at a relatively low cost per output. This program is no longer available post FY 23/24.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY22-23





Inclement Weather Program (IWP)



Inclement Weather Program which provides hotel/motel assistance for homeless individuals and families during periods of inclement weather.

Service is based on weather and room availability at time of activation.

FUNDING

FUNDING SOURCE: GPR

BUDGET: \$1,000,000¹ (4/1/23 – 3/31/24), Total claimed is greater than the budget due to increased demand tied to inclement weather conditions in 2024

TOTAL CLAIMED: \$1,269,460

REACH

VULNERABLE GROUPS: Individuals and families with children

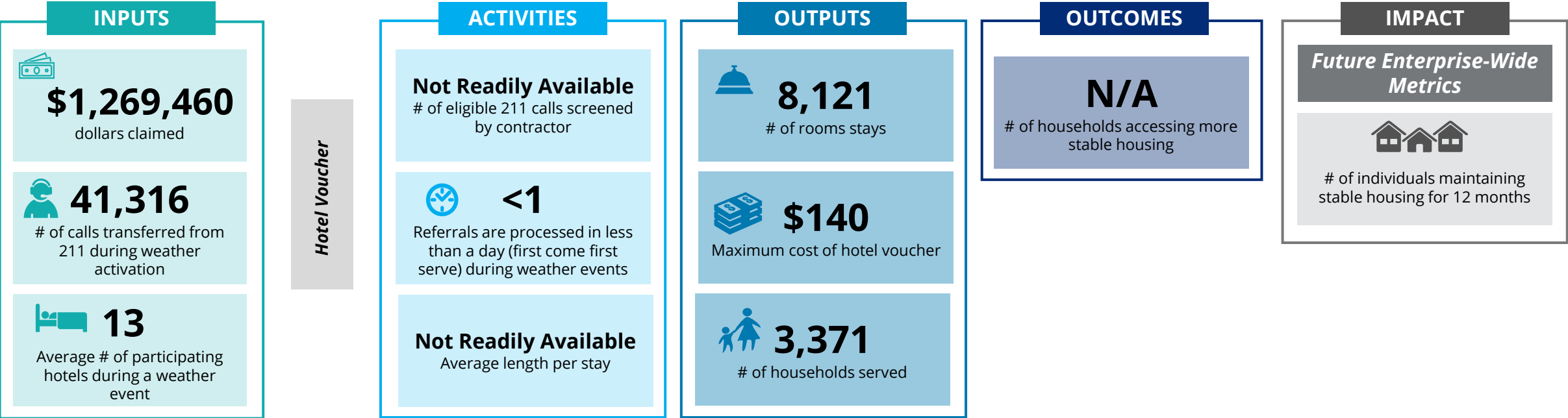
GEOGRAPHY: Unincorporated Areas

¹Source: County Provided Data – HCDS Data Points (4/1/23-3/31/24).

Inclement Weather Program (IWP)

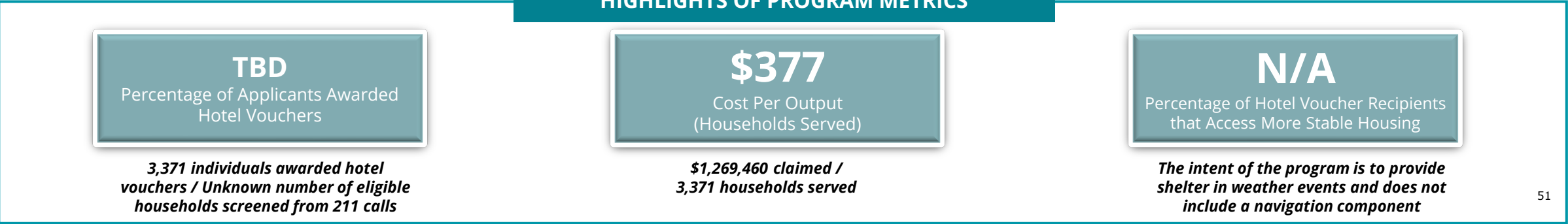
ANALYSIS

The program accomplishes its outcomes at a relatively low cost per outcome. While it serves many households, further research is needed to determine how many households need this type of assistance and whether it increases their chances of eventually accessing more stable housing options.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS





Rotational Shelter Program



Temporary emergency rotational shelter through 5 participating congregations, including light touch case management to connect to services and/or benefits and employment placements. The shelter is operational for four months per year.

FUNDING

FUNDING SOURCE: Federal ESG

FY22-23 TOTAL BUDGET: \$61,000¹

REACH

VULNERABLE GROUPS: Individuals and families with children

GEOGRAPHY: Unincorporated Areas + Urban County (2 congregations in North County, East County, Chula Vista, Claremont)

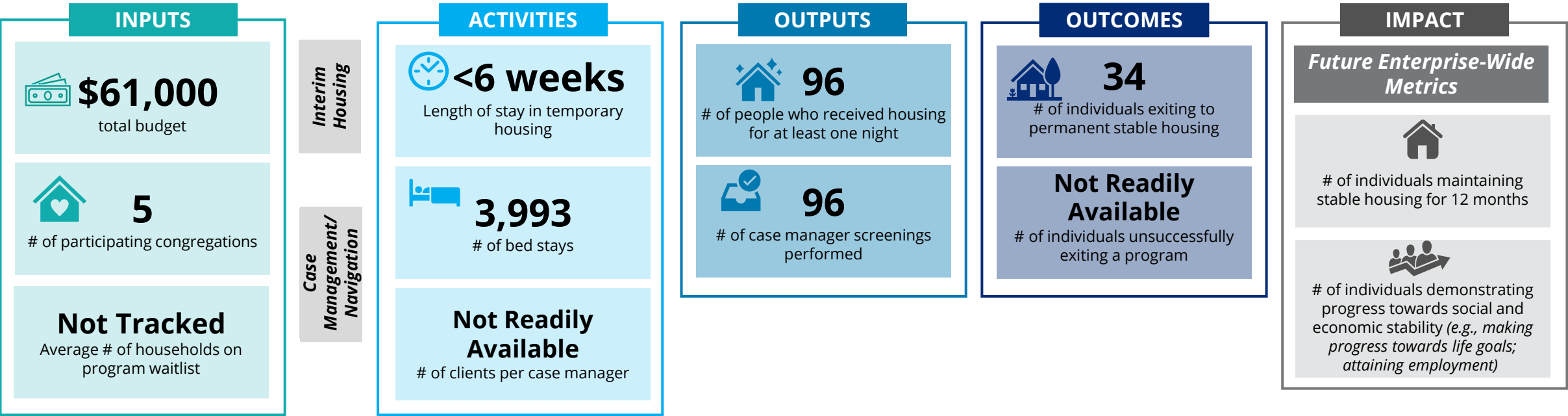
¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

Rotational Shelter Program

ANALYSIS



The Rotational Shelter Program provides temporary housing at a low cost per output and with a relatively high success rate. Additional research can be conducted to determine the level of light case management provided to participants. Research can also be conducted to determine what transportation needs exist for this program.



Source: County of San Diego – HCDS Excel (Received 8/1/2024) for Reporting Period FY22-23

HIGHLIGHTS OF PROGRAM METRICS

Not Tracked
Program Demand

The program does not maintain a waitlist

\$635
Cost Per Output
(Individual for at least one night)

\$61,000 budget dollars ÷ 96 individuals receiving housing for at least one night

\$1,794
Cost Per Outcome
(Individual Exiting to Stable Housing)

\$61,000 budget dollars ÷ 34 individuals exiting to permanent stable housing

35%
Percentage of Individuals that Access More Stable Housing

34 people exiting to permanent stable housing ÷ 96 individuals receiving housing for at least one night



Foundations in Recovery

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109, Pretrial, YOBG-(Probation only)

FY23-24 TOTAL BUDGET: \$330,623¹

FY23-24 TOTAL CLAIMED: \$277,657¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

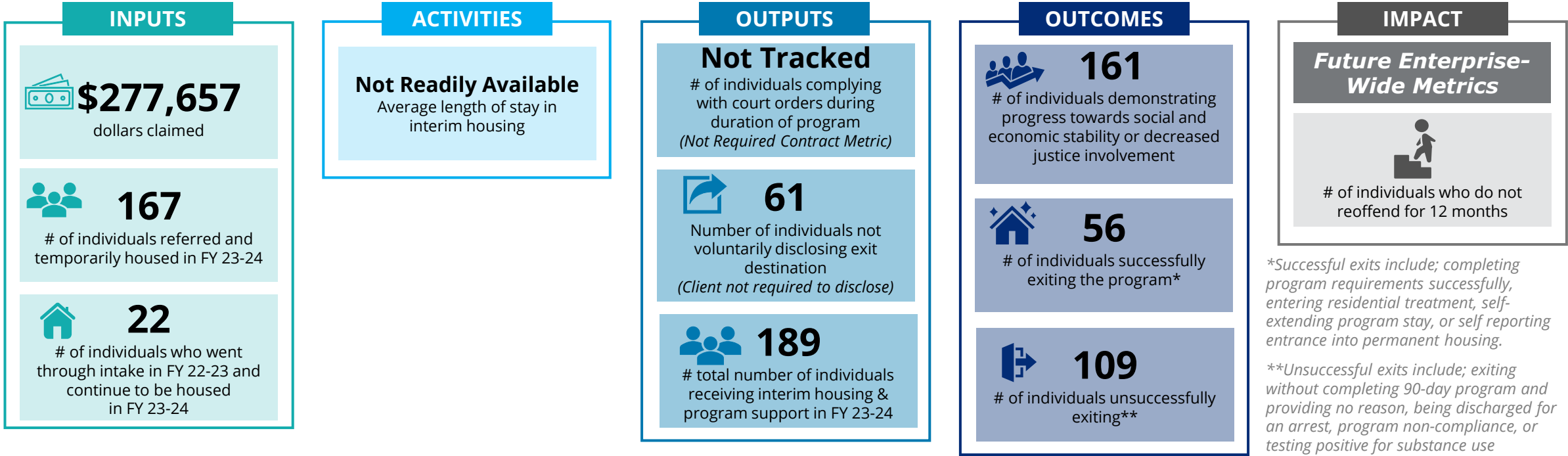
GEOGRAPHY: Countywide

¹Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

Foundations in Recovery

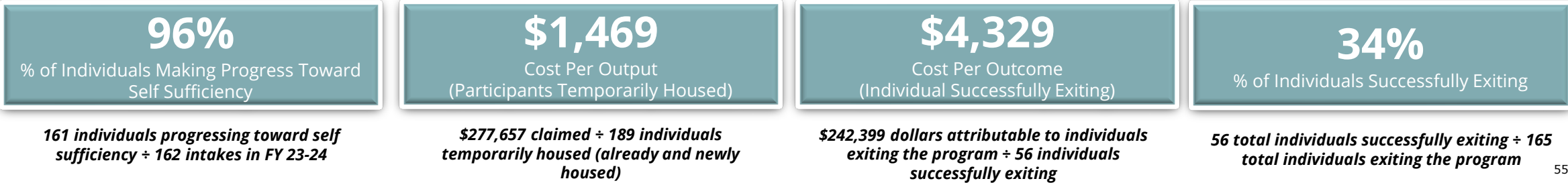
ANALYSIS

This program primarily provides a sober living option for Probation clients exiting the jail system. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.



Source: County of San Diego – Probation Excel
(Received 10/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS





Interfaith Community Services

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: AB109 (Probation only)

FY23-24 TOTAL BUDGET: \$9,000¹

FY23-24 TOTAL CLAIMED: \$5,356¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

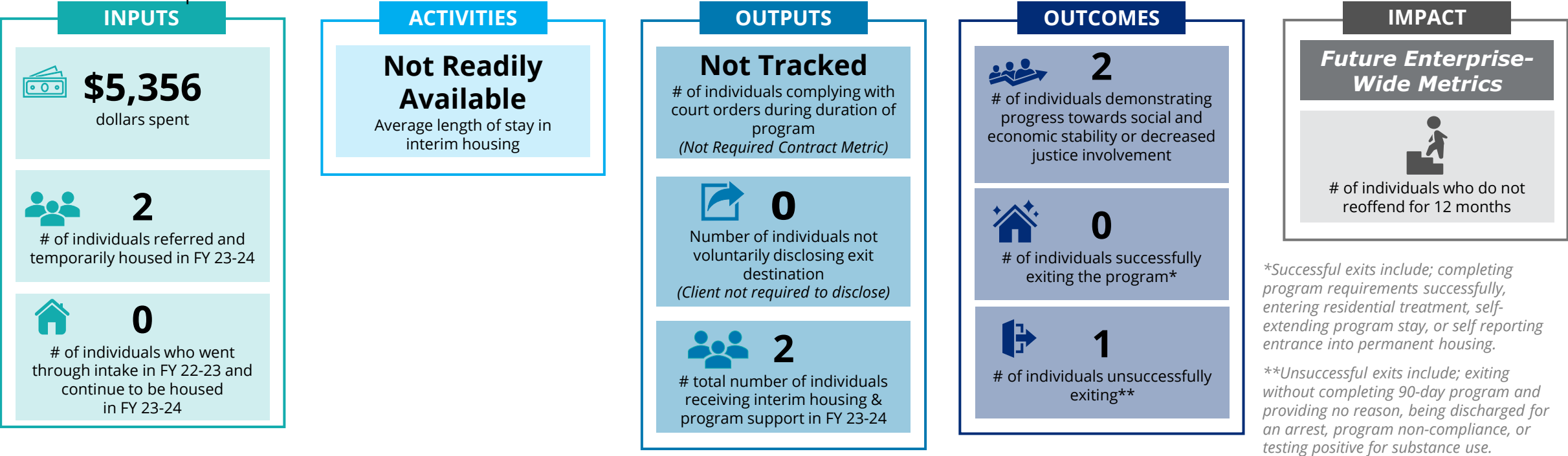
¹ Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

Interfaith Community Services

ANALYSIS



Interfaith Community Services, a small community provider, rarely has room available for Probation clients and has not served many in FY 23-24. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.

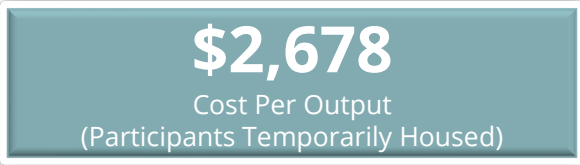


Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS



2 individuals progressing toward self sufficiency ÷ 2 intakes in FY 23/24



\$5,356 spent ÷ 2 individuals temporarily housed (already and newly housed)



0 total individuals successfully exited the program



Living Life Solutions (LLS)

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109 (Probation only)

FY23-24 TOTAL BUDGET: \$187,182¹

FY23-24 TOTAL CLAIMED: \$65,934¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

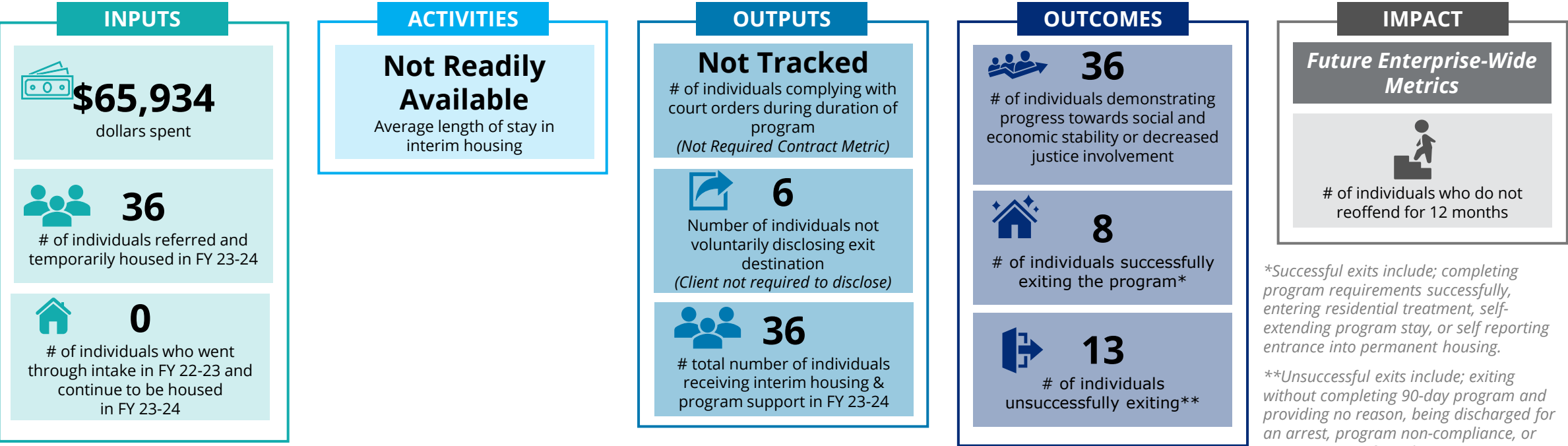
GEOGRAPHY: Countywide

¹ Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

Living Life Solutions (LLS)

ANALYSIS

Living Life Solutions delayed its program start due to implementation of County insurance requirements but is now operational. The program is in the ramp up stage. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.



Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS



36 individuals progressing toward self sufficiency ÷ 36 intakes in FY 23-24

\$65,934 spent ÷ 36 individuals temporarily housed (already and newly housed)

\$38,462 dollars attributable to individuals exiting the program ÷ 8 individuals successfully exiting

8 total individuals successfully exiting ÷ 21 total individuals exiting the program



Next Step Sober Living (NSSL)

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109, Pretrial (Probation only)

FY23-24 TOTAL BUDGET: \$773,200¹

FY23-24 TOTAL CLAIMED: \$762,986

REACH

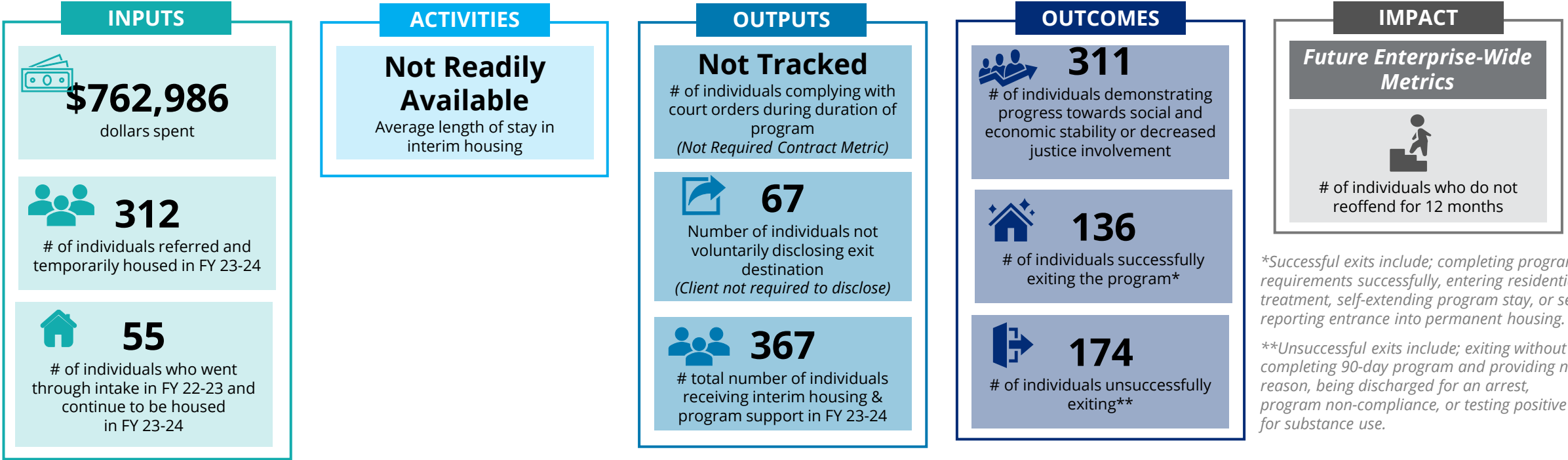
VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

¹Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

Next Step Sober Living (NSSL)

ANALYSIS ► Next Step Sober Living has more than 40% of Probation clients successfully exiting the program. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.

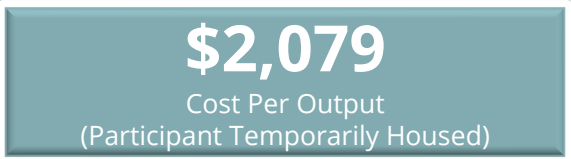


Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS



311 individuals progressing toward self sufficiency ÷ 312 intakes in FY 22-24



\$762,986 spent ÷ 367 individuals temporarily housed (already and newly housed)



\$644,484 dollars attributable to individuals exiting the program ÷ 136 individuals successfully exiting



136 total individuals successfully exiting ÷ 363 total individuals exiting the program



R&R Sober Living

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109, Pretrial, YOBG, JRG (Probation only)

FY23-24 TOTAL BUDGET: \$1,760,810

FY23-24 TOTAL CLAIMED: \$1,590,516¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

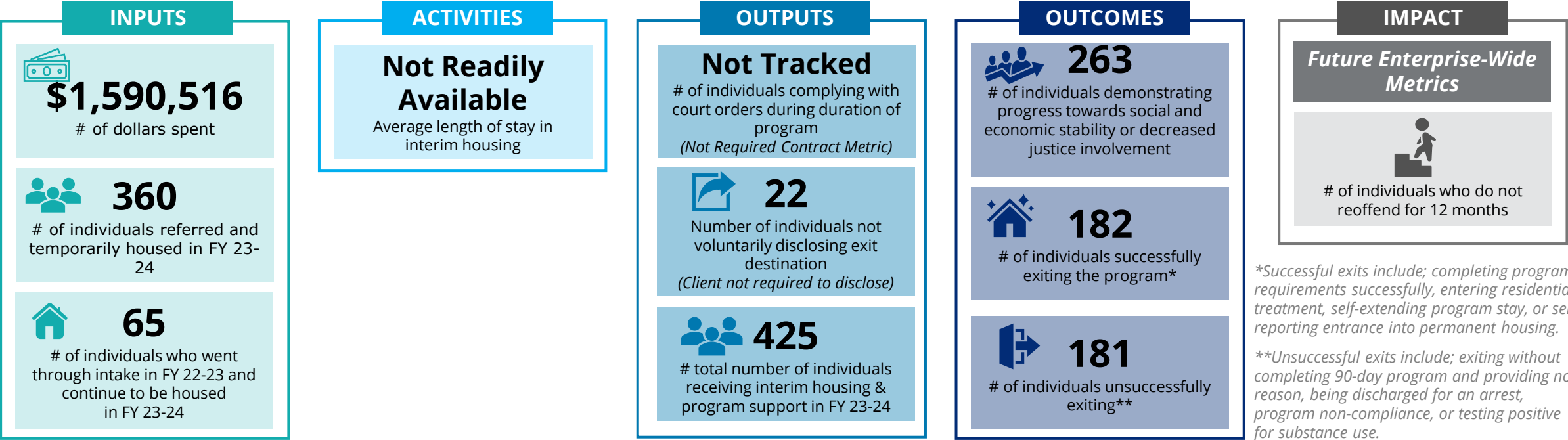
¹ Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

R&R Sober Living

ANALYSIS



R&R Sober Living currently manages the largest client load among all Probation Interim Housing providers. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.



Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS



263 individuals progressing toward self sufficiency ÷ 360 intakes in FY 23/24

\$1,590,516 spent ÷ 425 individuals temporarily housed (already and newly housed)

\$1,358,488 attributable to individuals exiting the program ÷ 182 individuals successfully exiting

182 total individuals successfully exiting ÷ 363 total individuals exiting the program



Restoring Citizens

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109, Pretrial, YOBG, JRG (Probation only)

FY23-24 TOTAL BUDGET: \$757,378¹

FY23-24 TOTAL CLAIMED: \$611,750¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

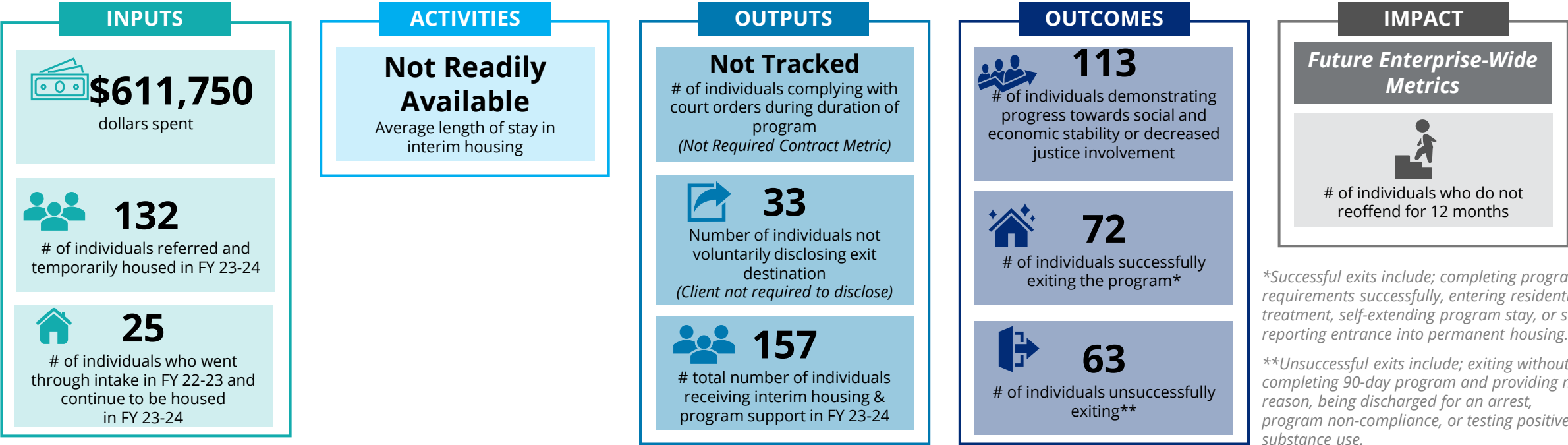
GEOGRAPHY: Countywide

¹ Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

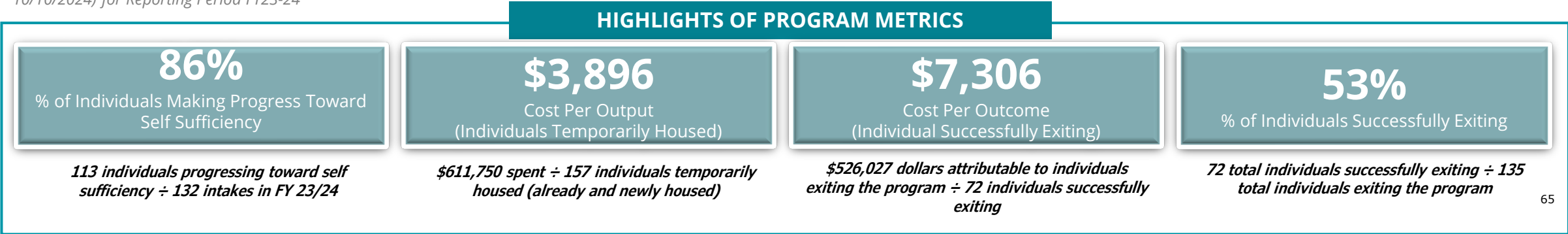
Restoring Citizens

ANALYSIS

Restoring Citizens reports a 53% successful exit rate. Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.



Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24





San Diego Second Chance

PSG

PROBATION

CONTRACTED

Provides an interim/transitional sober-living option to Probation clients who may be in need of a stable living situation. The primary focus is to support clients in meeting rehabilitative and re-entry goals and link them to supportive services. The program provides secure and stable housing while clients make progress toward life goals, including educational and/or employment attainment, behavioral health well-being and increase positive connections to the community.

FUNDING

FUNDING SOURCE: SB678, AB109, Pretrial, YOBG, JRG (Probation only)

FY23-24 TOTAL BUDGET: \$377,239¹

FY23-24 TOTAL CLAIMED: \$335,072

REACH

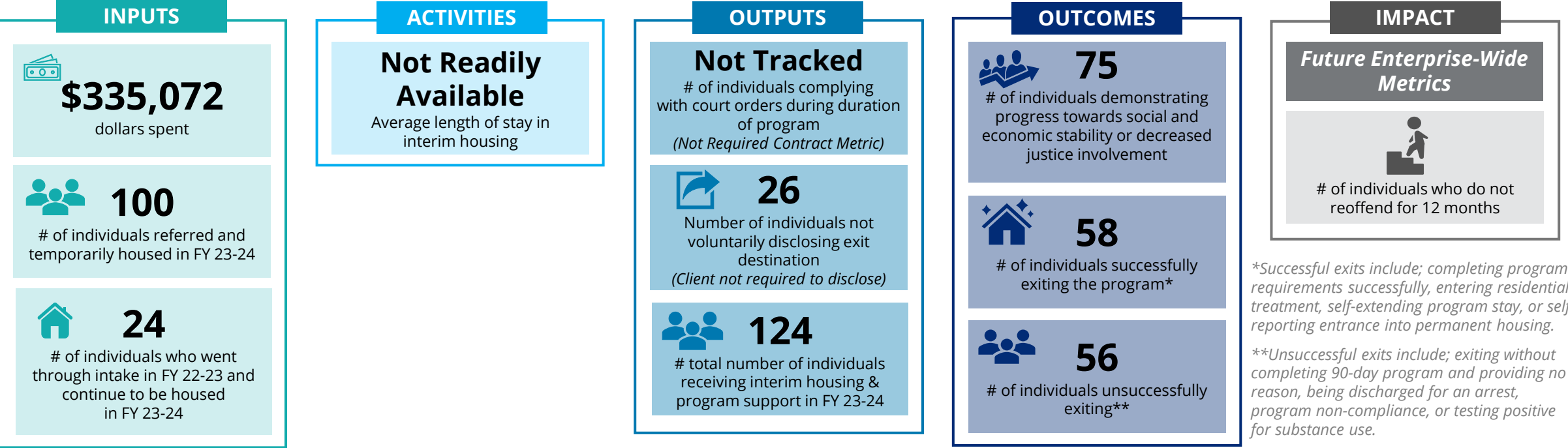
VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

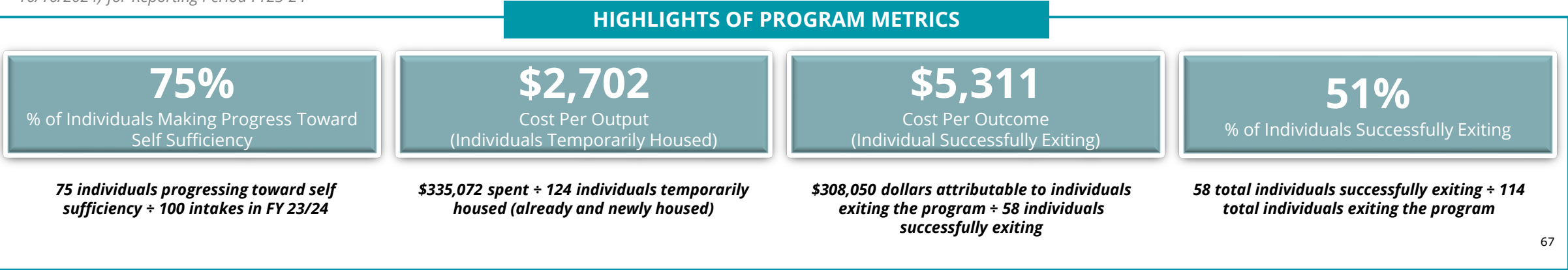
¹ Source: County of San Diego – Probation Department Reflects Report (July 2023 – June 2024).

San Diego Second Chance

ANALYSIS ▶ Please note, Individuals demonstrating progress toward self-sufficiency may still "unsuccessfully" exit. Probation clients often require several cycles of supportive services during their journey. Clients may also exit to a more stable living situation without notifying provider.



Source: County of San Diego – Probation Excel (Received 10/10/2024) for Reporting Period FY23-24





Homeless Court Pop-Up Resource Fairs



Led by the District Attorney and Public Defender, HCPURFs utilize a community collaboration and power building approach through integrating services from numerous Community-Based Organizations (CBOs) and public agencies in the field to increase equitable access to resolving specific legal matters and provide a broad range of resources for the indigent and unhoused community. This program is designed to help eliminate barriers such as recalling an outstanding warrant or lifting a hold on a driver's license or registration through the DMV. Every recalled warrant can potentially save the county money and time by reducing unnecessary arrests.

The funding below represents District Attorney and Public Defender involvement and resources, but does not reflect the significant contributions of HHSA, Child Support, County Recorder and Court personnel and more at the fairs.

FUNDING

FUNDING SOURCE: In Kind Time Donations

FY23-24 TOTAL CLAIMED: Public Defender: \$72,000¹; District Attorney: \$179,195¹ (cost includes only Public Defender and District Attorney contributions)

REACH

VULNERABLE GROUPS: Justice-Involved Individuals

GEOGRAPHY: Countywide

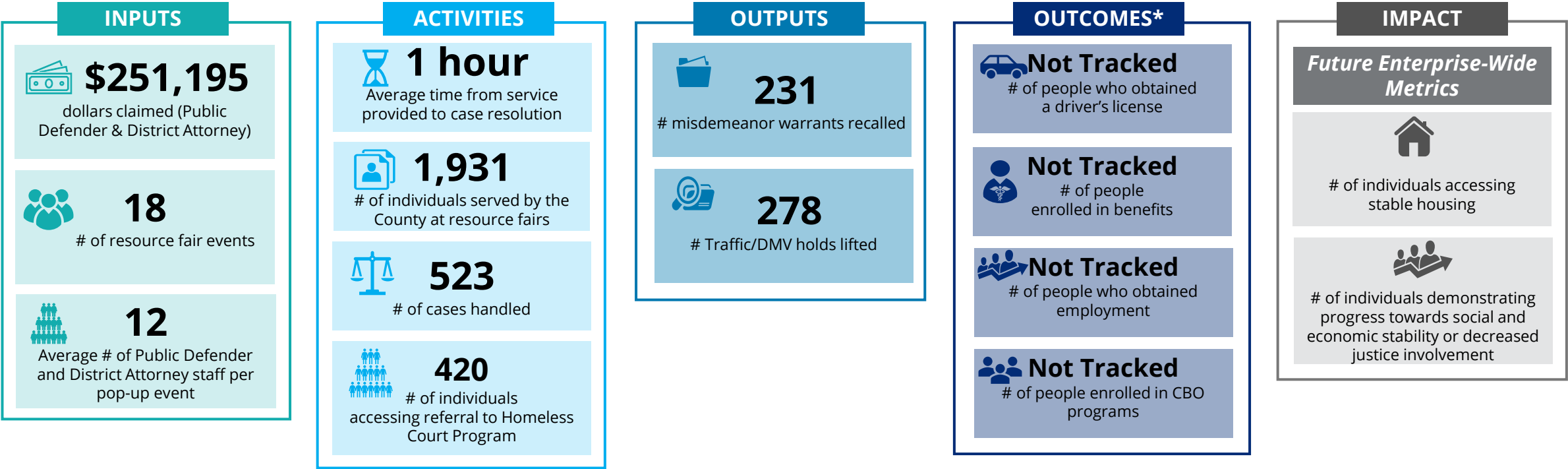
¹Source: County of San Diego – Public Defender and District Attorney Data: (7/1/2023-6/30/2024).

Homeless Court Pop-Up Resource Fairs

ANALYSIS

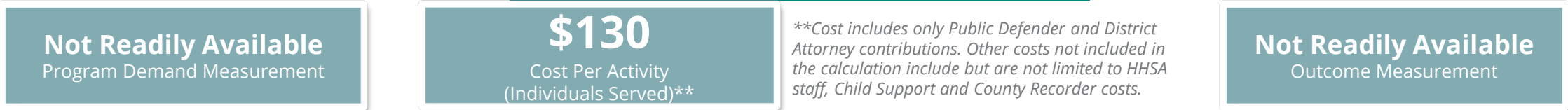


Resource fairs allow for immediate relief from low level legal barriers that hold unhoused individuals back from being stabilized and participating in the community. In the previous fiscal year fairs were held once a month, but due to increasing demand, and SANDAG recommendations, fairs are now held twice a month. If needed, participants are encouraged to follow-up with the Homeless Court Program, which can provide more comprehensive fines, fees and case dismissal relief.



Source: County of San Diego – PSG Google Sheet (Received 7/10/2024) for Reporting Period FY23-24
*These outcome measures are not known by the program once the individual receives services and would require system level data sharing and tracking to confirm program outcomes that occur after the event ends. These outcomes are not exhaustive but representative of possible positive outcomes by the program. For instance, every recalled warrant can potentially save the county money and time by reducing unnecessary arrests.

HIGHLIGHTS OF PROGRAM METRICS



Demand for fairs is steadily increasing, but at a variable rate.

$\$251,195 \text{ claimed} \div 1,931 \text{ individuals served}$

% of individuals with a legal barrier resolved at the fair / all fair individuals who had legal barrier to resolve



Homeless Court Program



The Homeless Court Program enables homeless individuals who are actively engaged in a Community Based Organization's (CBO) approved program to remove their outstanding legal issues currently preventing their participation in the community. Participants can engage in life-skills training, chemical dependency or AA/NA meetings, computer or English literacy classes, employment training or job search assistance, counseling, and education. After completing a CBO program, individuals participate in a court session held in the community resulting in fines and fees and/or terms of probation satisfied. The removal of these barriers not only supports individual stability but also offers significant cost avoidance for the County. For instance, every recalled warrant can potentially save the county money and time by reducing unnecessary arrests.

FUNDING

FUNDING SOURCE: In Kind Time Donations

FY23-24 TOTAL BUDGET: Public Defender: \$30,000¹; District Attorney: \$10,648¹

REACH

VULNERABLE GROUPS: Justice-involved Individuals

GEOGRAPHY: Countywide

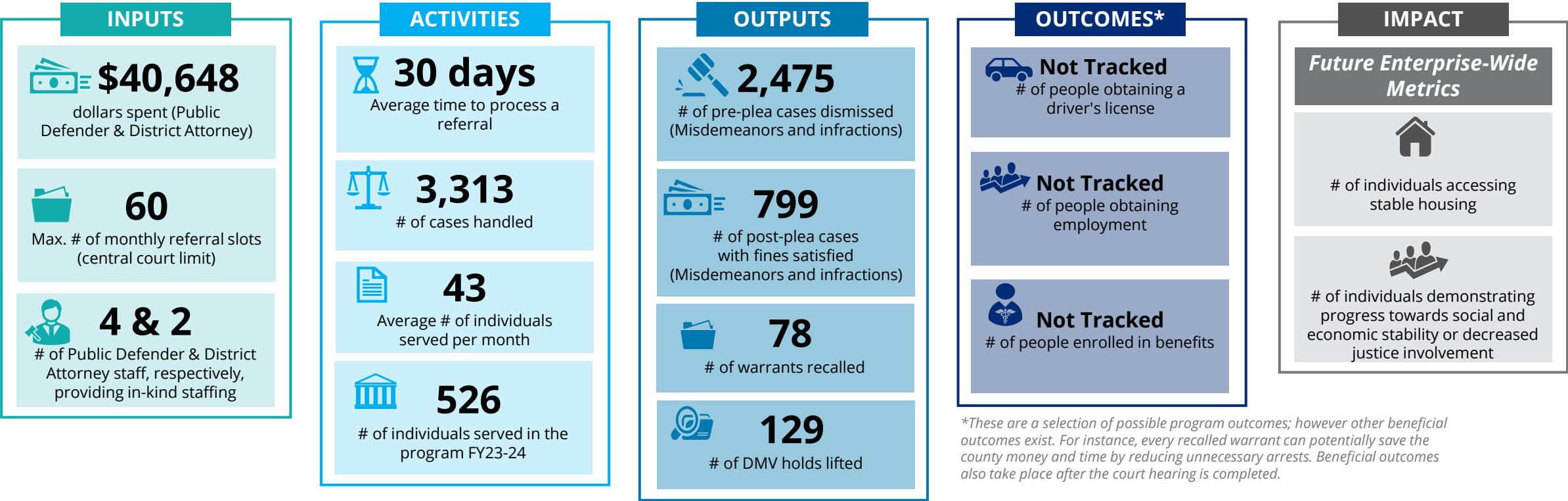
¹ Source: County of San Diego – Public Defender and District Attorney Data (7/1/2023-8/31/2024).

Homeless Court Program

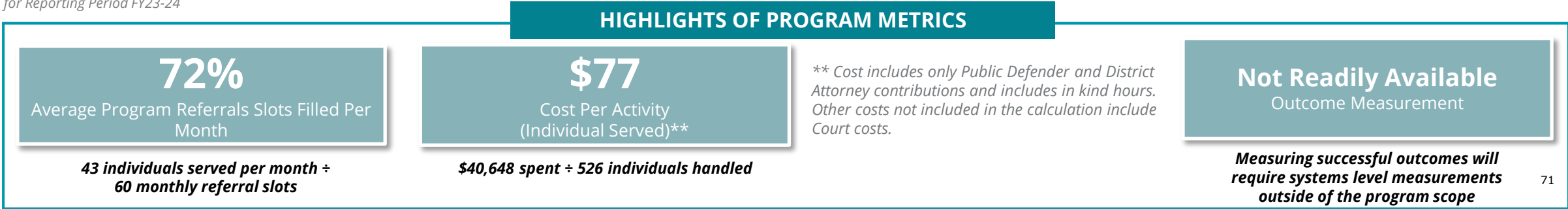
ANALYSIS



The program provides tangible solutions that enable individuals to improve their situations. The program is working to identify appropriate success measurements as only individuals successfully completing CBO programs will be referred to the recognition court. Due to wide range of barriers that can be removed, the outcomes here are exemplars. Due to the nature of the program impacts, metrics must be measured at the systems level rather than program level.



Source: County of San Diego – PSG Excel (Received 7/10/2024)
for Reporting Period FY23-24





Emergency Housing Voucher (EHV)



Rental assistance for individuals and families who are experiencing homelessness; at risk of experiencing homelessness; fleeing or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability. The Housing Authority must partner with the Continuum of Care to assist qualifying families through a direct referral process. Applicants are referred through the Coordinated Entry System (CES).

FUNDING

FUNDING SOURCE: HUD, EHV

TOTAL VOUCHERS ALLOCATED BY HUD: 264¹

FY23-24 CLAIMED FOR HOUSING ASSISTANCE PAYMENTS: \$5.12 million

REACH

VULNERABLE GROUPS: Populations listed above

GEOGRAPHY: 61 HACSD Zip Codes

HOUSEHOLDS SERVED: 269 HH, 422 Individuals (8/2021-present)

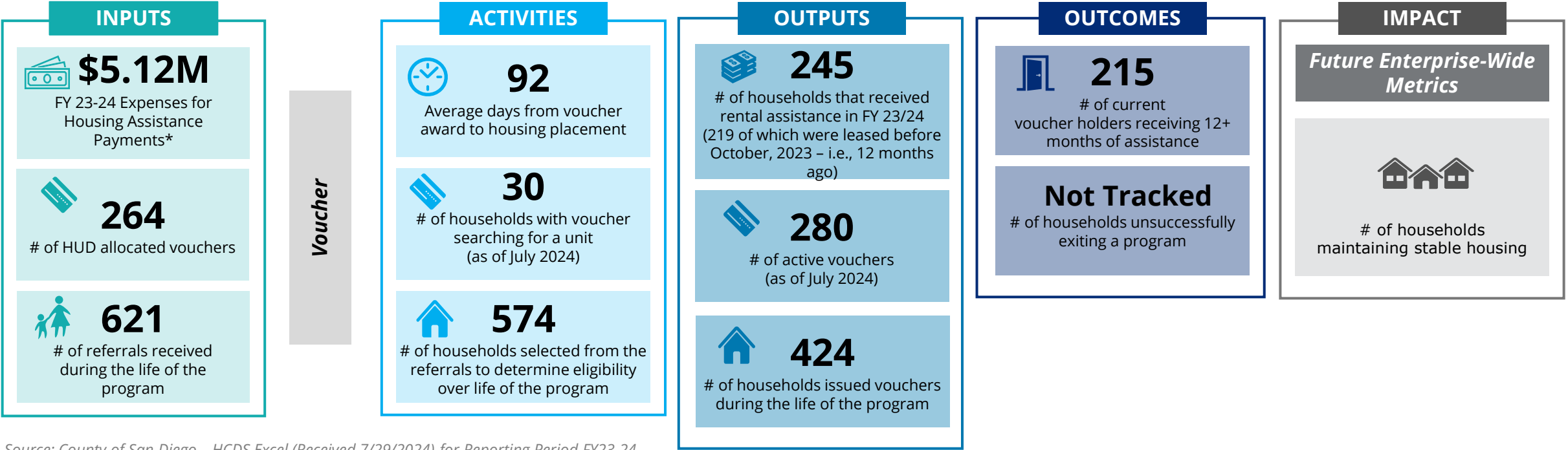
AVERAGE MONTHLY INCOME: \$1,183 (FY23/24)

HOUSEHOLDS RECEIVING PAYMENTS FOR OVER 12 MONTHS: 209 HH – 90% received payments for at least 12 mo. (excluding HH that have been on the program <12 mo.)

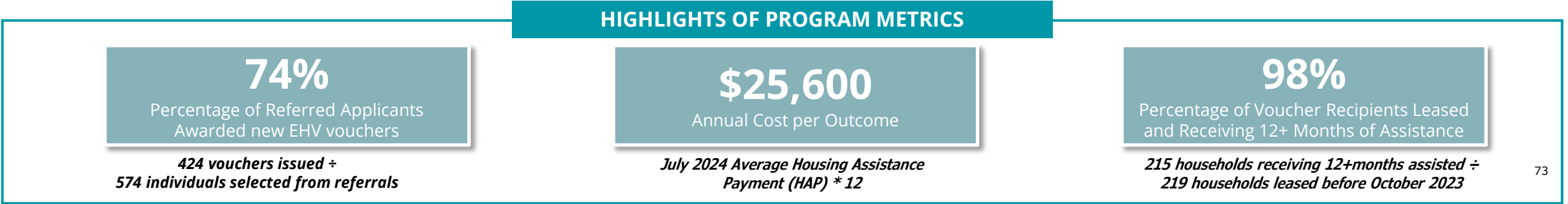
¹Source: U.S. Department of Housing and Urban Development – Emergency Housing Voucher Dashboard (n.d.).

Emergency Housing Voucher (EHV)

ANALYSIS ► The Emergency Housing Voucher (EHV) Program began in 2021. While there is no time limit on EHV vouchers, the program could begin to assess if voucher recipients are able to maintain stable housing. Although the program is constrained by the number of vouchers allocated by HUD, when applicants were referred, households successfully entered housing at a high rate.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24
*Does not include administration expenses or one-time incentive payments from other programs





Mainstream Vouchers

HHSA

HACSD

COUNTY OPERATED

The purpose of the Mainstream Vouchers program is to provide rental assistance to enable persons with disabilities to rent affordable housing in private housing.

FUNDING

FUNDING SOURCE: HUD, Mainstream

FY22-23 TOTAL BUDGET: \$4.8 million¹

FY23-24 CLAIMED FOR HOUSING ASSISTANCE PAYMENTS: \$3.47 million

REACH

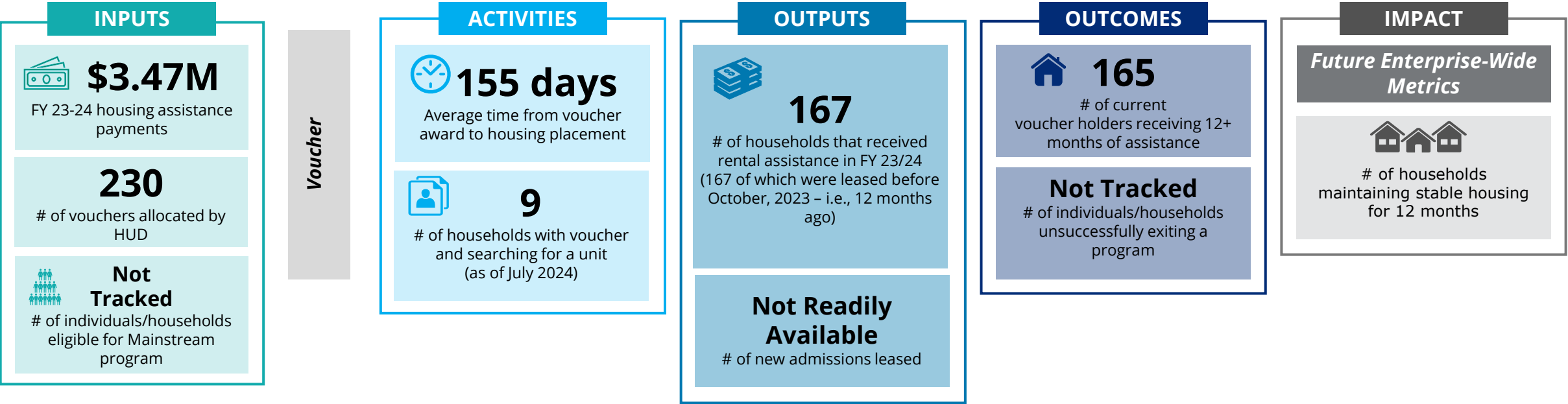
VULNERABLE GROUPS: Available to all with disabled families (head, spouse, or sole member is disabled). Specifically, vouchers are available to those 1) Exiting an Institution or Segregated Setting; or 2) experiencing homelessness. Mainstream vouchers awarded in addition to the 138 vouchers are not subject to targeted preferences and will be pulled directly from the HCV waiting list.

GEOGRAPHY: 61 HACSD Zip Codes

¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

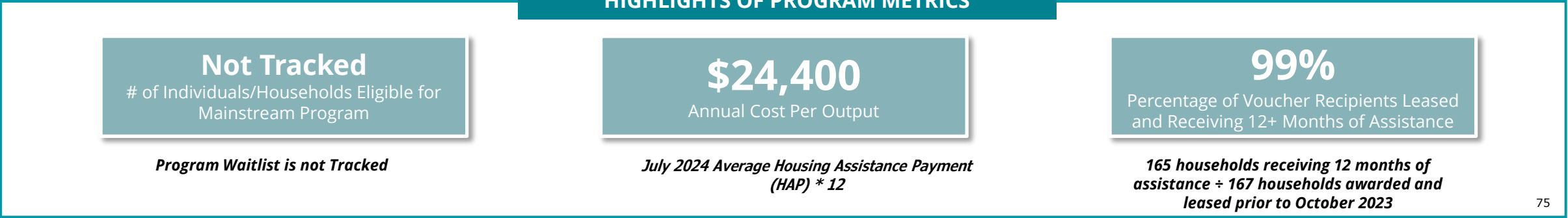
Mainstream Vouchers

ANALYSIS ► While obtaining a voucher and housing placement may take an extended period of time, once individuals are placed in the program, they generally retain housing. Please note that funding and voucher allocations are separate. All funding is allocated, and therefore, the county cannot award additional vouchers.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS





Veteran Affairs Supportive Housing (VASH)

HHSA

HACSD

COUNTY OPERATED

The Veterans Affairs Supportive Housing (VASH) program combines Housing Choice Vouchers (HCV) rental assistance with case management and clinical services provided by the Department of Veterans Affairs (VA) at VA medical centers (VAMCs) and Community-Based Outpatient Clinics (CBOCs), or through a designated service provider (DSP) as approved by the VA Secretary. Eligible families are homeless veterans and their families that agree to participate in VA case management and are referred to the VAMC's partner Public Housing Authority (PHA) for HCV assistance.

FUNDING

FUNDING SOURCE: HUD, VASH

TOTAL VOUCHERS ALLOCATED BY HUD: 954¹

FY23-24 NEW VOUCHERS ADDED: 5¹

FY23-24 CLAIMED FOR VOUCHER PAYMENTS: \$13.35 million

REACH

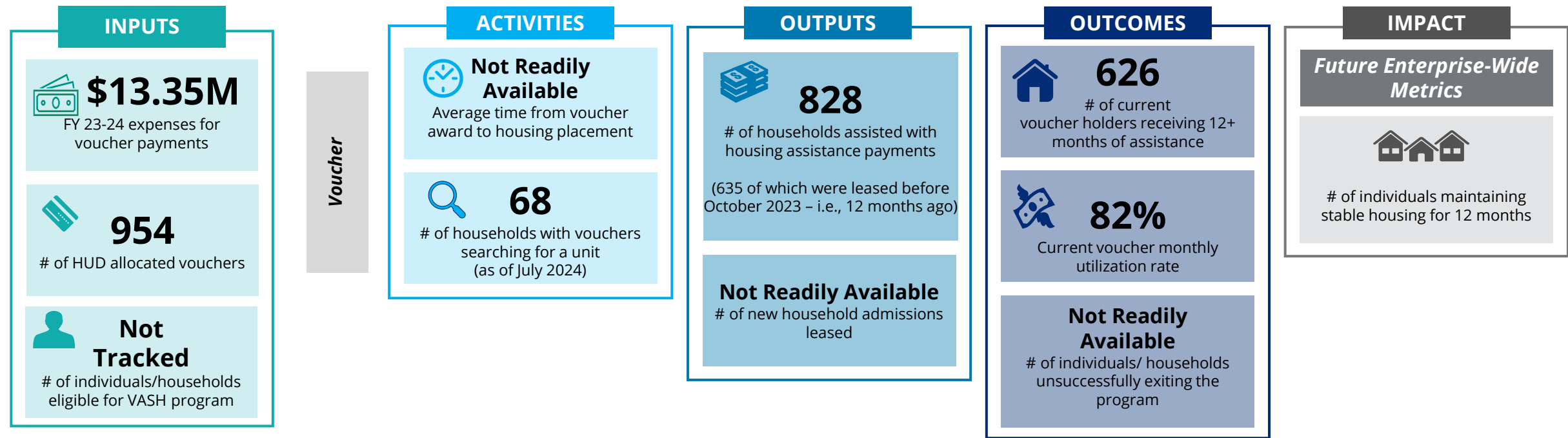
VULNERABLE GROUPS: Homeless veterans and their families

GEOGRAPHY: 61 HACSD Zip Codes

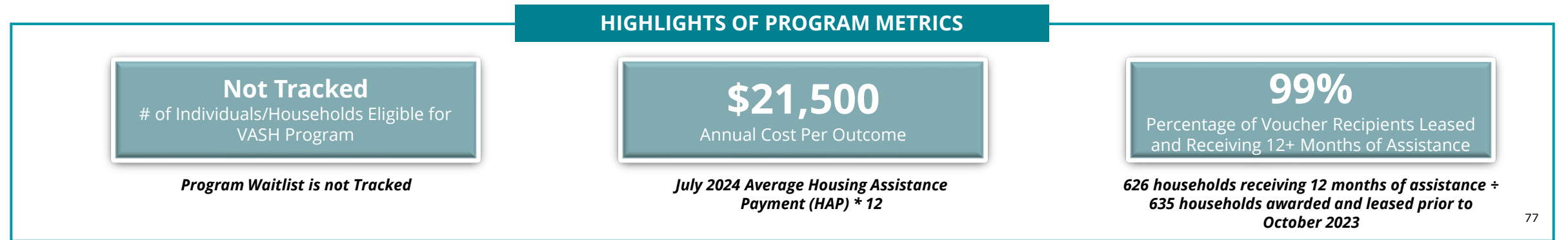
¹Source: RTFH – WeAllCount (PIT), (2015-2023); HUD – VASH Vouchers (2008-2023).

Veteran Affairs Supportive Housing (VASH)

ANALYSIS ► The VASH Program successfully places households in stable housing once a voucher is awarded. There is no waitlist for this program, as the VA only makes referrals when vouchers are available.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24





Bringing Families Home (BFH)

HHSA

CFWB

COUNTY OPERATED

Provides financial assistance and housing-related wrap-around supportive services, including, but not limited to rental assistance, housing navigation, case management and security deposits to families with an active family reunification, family maintenance, or voluntary services CFWB case.

FUNDING

FUNDING SOURCE: CDSS, GPR

FY22-23 TOTAL BUDGET: \$1,186,203 (allocation of \$3,558,608 over three years)

FY22-23 TOTAL CLAIMED: \$946,548¹

REACH

VULNERABLE GROUPS: Individuals involved with CFWB experiencing homelessness or at-risk of homelessness

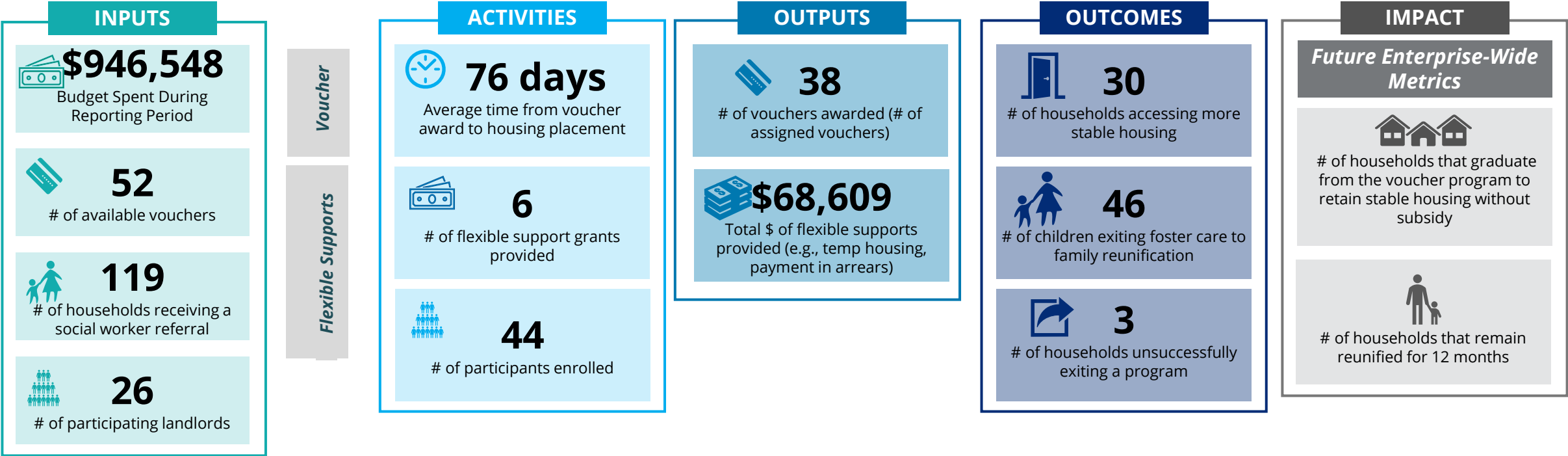
GEOGRAPHY: Countywide

¹Source: County Provided Data – CFWB Data Points (7/1/2022-6/30/2023).

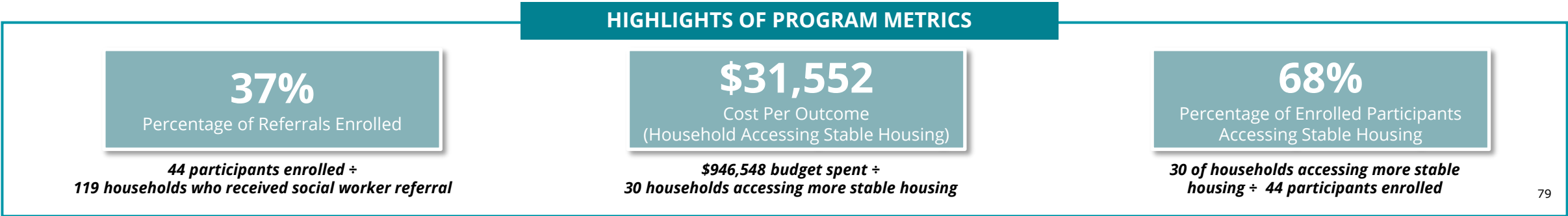
Bringing Families Home (BFH)

ANALYSIS

The Bringing Families Home Program was able to award rental vouchers to 32% of households referred, however this can be due to a variety of factors (e.g., a household completing paperwork requirements). Depending on a household's needs, they may receive a voucher or one-time assistance. Successful placement and continued participation are also contingent upon the household reunification process continuing. Program vouchers are limited to 12 months.



Source: County of San Diego – CFWB Excel (Received 7/22/2024) for Reporting Period FY22-23





Housing Navigation & Case Management Services (HNCMS)

HHSA

HCDS

CONTRACTED

Program provides housing navigation and housing stability case management services to households referred by the Housing Authority of the County of San Diego (HACSD) or Office of Homeless Solutions.

FUNDING

FUNDING SOURCE: ARPA, GPR

FY22-23 TOTAL BUDGET: \$1,750,000¹

FY22-23 TOTAL CLAIMED: \$1,135,027¹

REACH

VULNERABLE GROUPS: Eligible homeless or at-risk households with a HACSD subsidy

GEOGRAPHY: Countywide

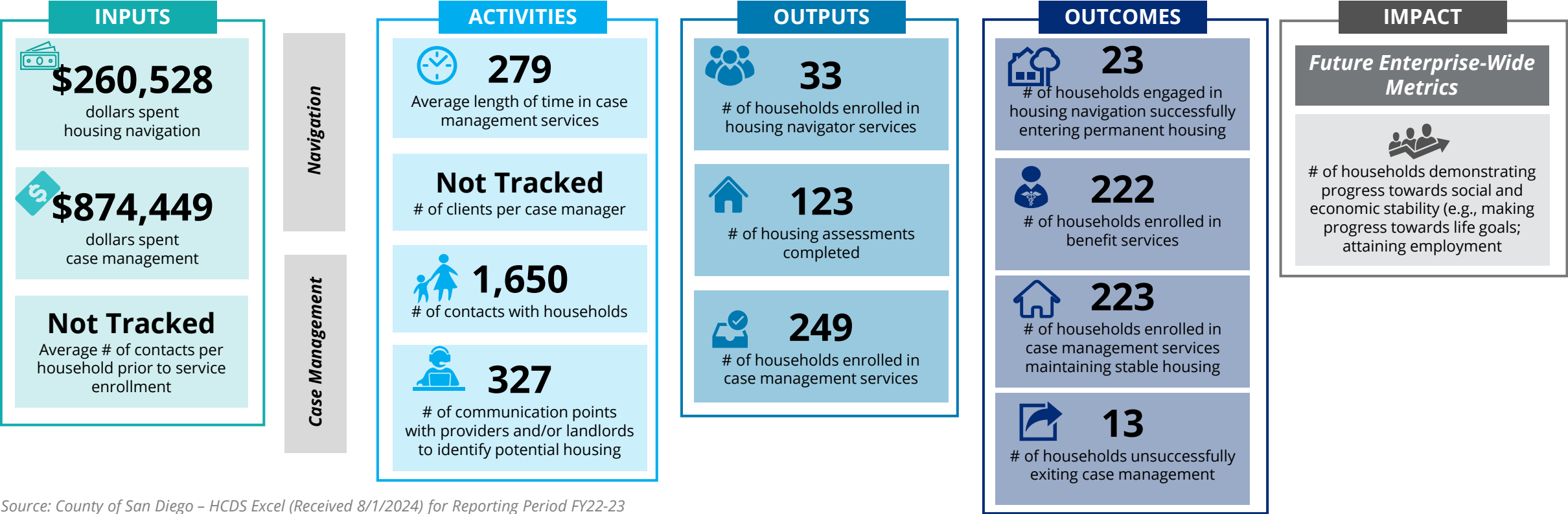
¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

Housing Navigation & Case Management Services (HNCMS)

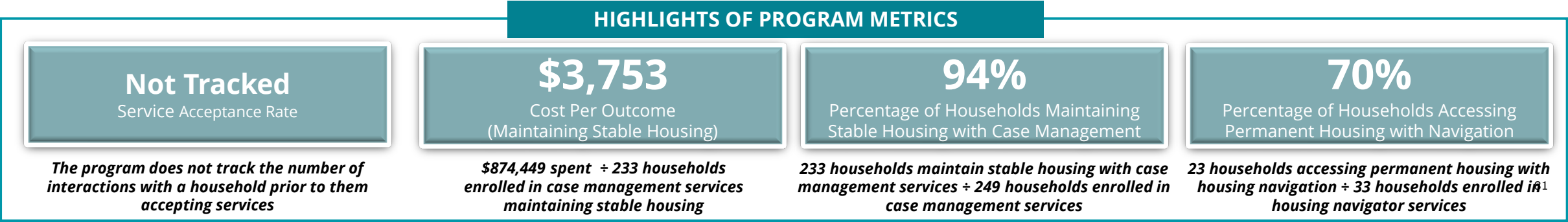
ANALYSIS



This program is essentially two services: navigation for new voucher recipients and case management for those housed. A vast majority of program participants are already housed upon program entry and enroll in case management, and 70% who enroll in housing navigation were able to access permanent housing during the reporting period. The program also experiences success with benefit enrollment for participants. Further analysis can breakdown demand, costs, and successes for each aspect of this program.



Source: County of San Diego – HCDS Excel (Received 8/1/2024) for Reporting Period FY22-23





Local Rental Subsidy Program (LRSP)

HHSA

OHS

COUNTY OPERATED

LRSP is a local tenant-based rental assistance program that provides up to 24 months of rental assistance, security deposits, and case management services for individuals transitioning out of County's emergency housing programs such as RHAP. Case management activities are handled by other County supported programs. Clients assessed within first 314 households are currently being served in LRSP 1.0 with 24-month rental subsidy voucher. Program was temporarily paused for planning purposes and is relaunching under OHS management.

FUNDING

FUNDING SOURCE: HOME (FY 24-25)

FY23-24 TOTAL CLAIMED: \$3,090,325

TOTAL CLAIMED ON HOUSEHOLDS EXITING LRSP IN FY23-24: \$2,547,012 (over a 24-month period)

REACH

VULNERABLE GROUPS: Individuals in County Emergency Housing Programs

GEOGRAPHY: Unincorporated Areas

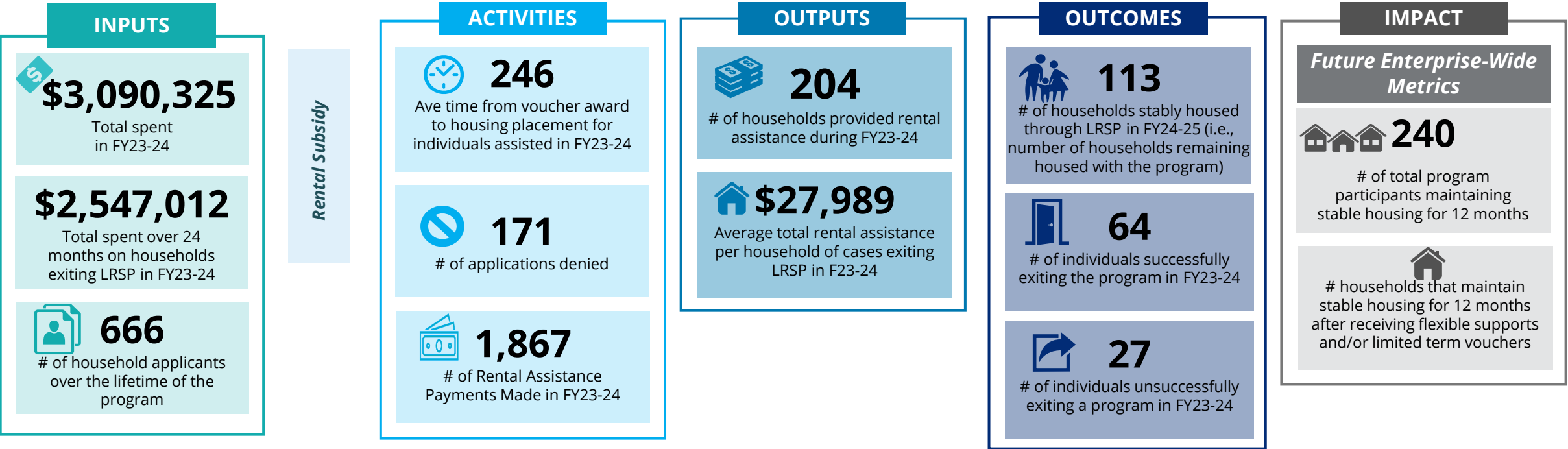
¹Source: County of San Diego – OHS Data (5/1/2020-4/30/2024).

Local Rental Subsidy Program (LRSP)

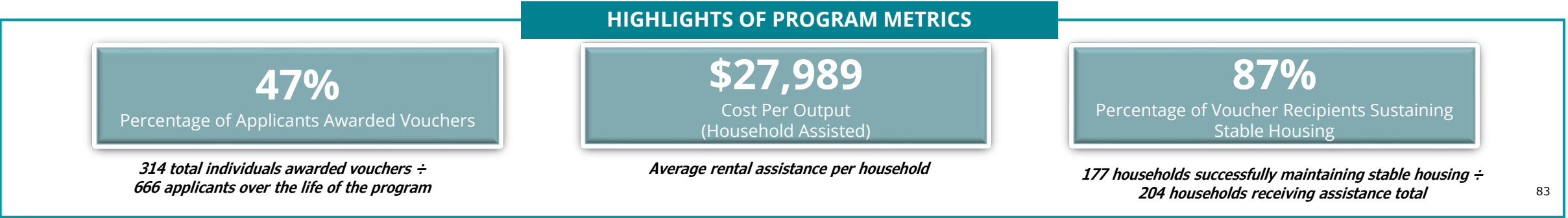
ANALYSIS



The program reported significant demand with more than 650 applicants over the program lifetime. While program data is reflected for FY 23/24, there were a significant amount of housing placements occurring as early as May 2020 and subsidy awards lessened over time as a majority of program intake took place prior to the reporting period. The program has a high retention rate during the subsidy period, however long-term tracking of participants is required to see if the limited-term subsidy results in long-term housing retention. Many participants exiting the program were offered a Housing Choice Voucher after program completion.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period FY23-24 (due to the nature of the program some calculations utilize May 2020 – Present information).





Regional Homeless Prevention & Rapid Re-Housing Program

HHSA

HCDS

CONTRACTED

Regional homeless prevention and rapid re-housing for persons experiencing or are at-risk of homelessness residing in the Urban County of San Diego area.

FUNDING

FUNDING SOURCE: Federal ESG

FY22-23 TOTAL BUDGET: \$227,491¹

REACH

VULNERABLE GROUPS: Available to all

GEOGRAPHY: Urban County of San Diego Area

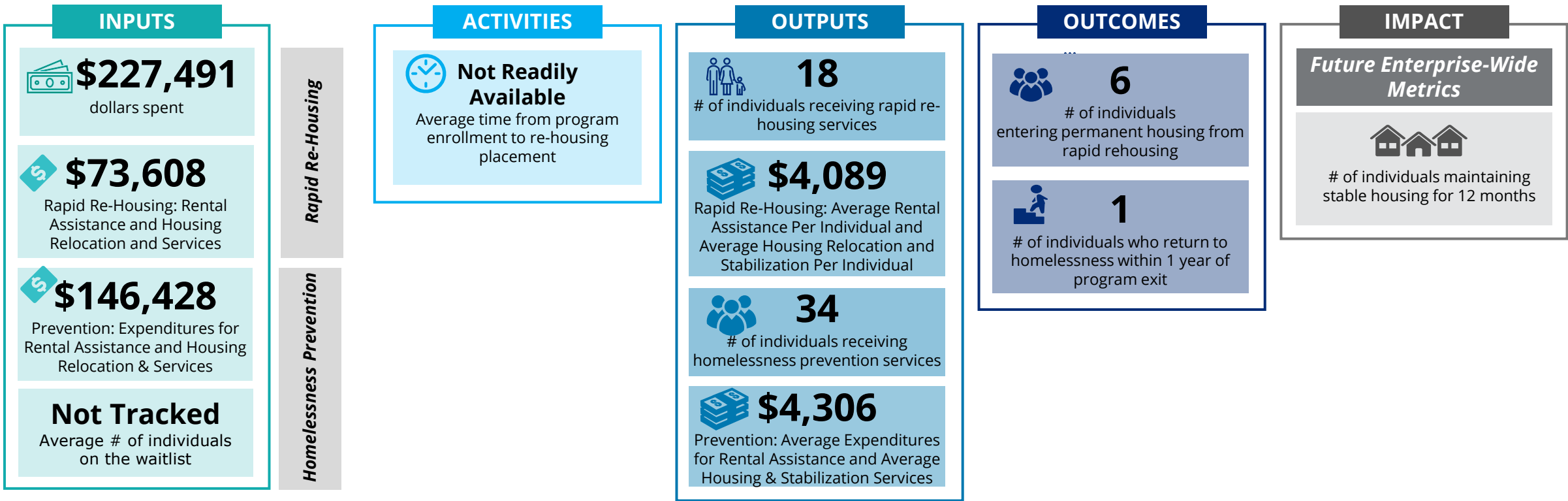
¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

Regional Homelessness Prevention and Rapid Re-Housing Program

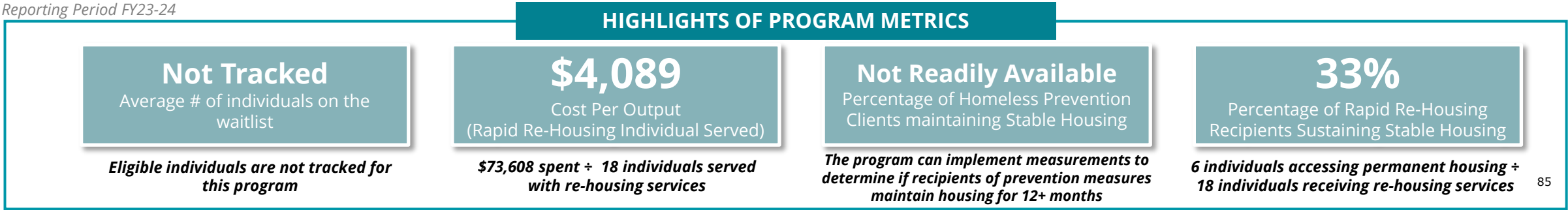
ANALYSIS



The program increasingly focuses on homelessness prevention; however, it faces challenges in locating housing for clients with a fixed income. This program is essentially two services: homelessness prevention and rapid re-housing. Further analysis can breakdown demand, costs, and successes for each aspect of this program.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24





Pilot Shallow Rental Subsidy Program (SRSP)

HHSA

OHS

COUNTY OPERATED

SRSP improves housing stability for low-income older adults who are rent burdened and at risk of homelessness. The program provides a shallow subsidy of \$500.00 per month paid directly to the landlord for a period of 18 months, and light case management services to connect participants with existing resources and social supports.

FUNDING

FUNDING SOURCE: ARPA, County General Fund

TOTAL BUDGET: \$2,750,000¹ (Round 1), \$1,300,000 (Round 1 Bridge Funding), and \$2,000,000 (Round 2)

ROUND 1 TOTAL CLAIMED: \$700,260

REACH

VULNERABLE GROUPS: Lower-income older adults

GEOGRAPHY: Countywide

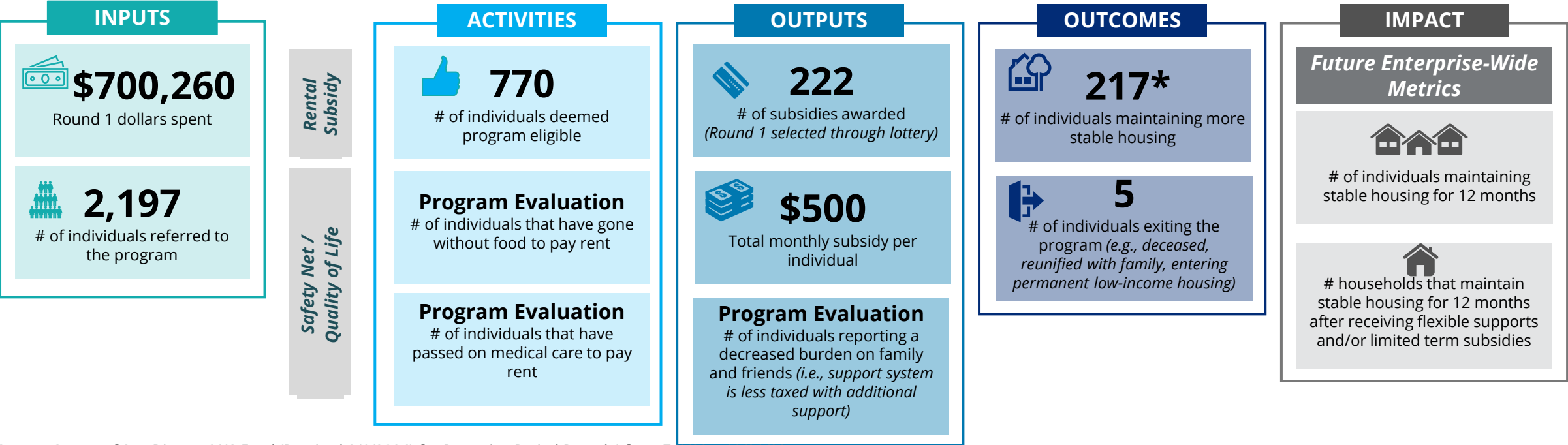
¹Source: County of San Diego – OHS Data Beings 5/2023; 18-month duration

Pilot Shallow Rental Subsidy Program (SRSP)

ANALYSIS

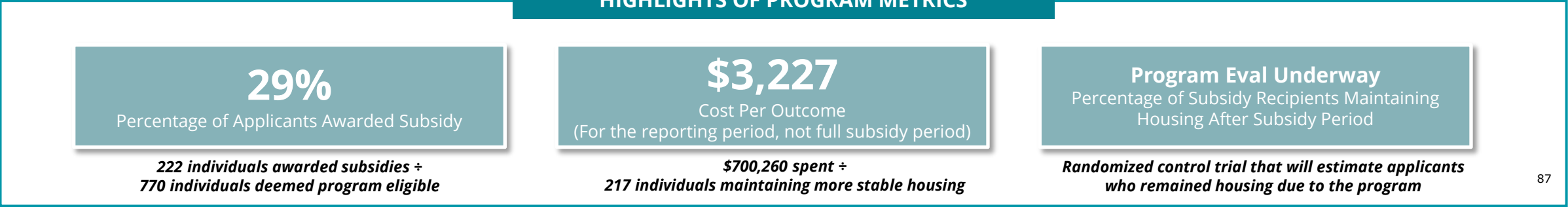


This new program is currently undergoing a detailed evaluation. The accomplishments listed below represent Round 1 program accomplishments through December 2023. While it remains to be seen if the program will result in long-term housing sustainability, there is a positive trend indicating that program exits are rare but successful. To date, program participants are not unsuccessfully exiting the program. If clients access the subsidy program for the full 18-month term the full subsidy plus case management and administration per individual will cost \$13,000.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period Round 1 from 7/1/23 – 10/31/23
*Shallow is for a limited time (18 months) unlike other voucher programs in this category that have no time limit if households meet eligibility requirements

HIGHLIGHTS OF PROGRAM METRICS





Flexible Housing Pool

HHSA

OHS

CONTRACTED

RTFH administrative oversight of the Flexible Housing Pool (FHP) serves individuals and families who are homeless throughout the San Diego region, including the 18 cities and unincorporated communities. This program helps voucher holder secure a lease. Round 1 funded \$400,000 to support 726 referrals, secured 459 units, and permanently housed 440 households between October 2022-May 2022. Round 2 funded \$500,000 from June 2023 – May 2024. This program had multiple funders and Round two contained a total budget of \$2 million.

FUNDING

FUNDING SOURCE: California Emergency Solutions and Housing (CESH).

TOTAL BUDGET: \$900,000 (11/25/2020 – 6/30/2024)¹

TOTAL CLAIMED IN ROUND 1 AND 2: \$900,000¹ (11/25/2020 – 6/30/2024)

REACH

VULNERABLE GROUPS: Individuals and Families

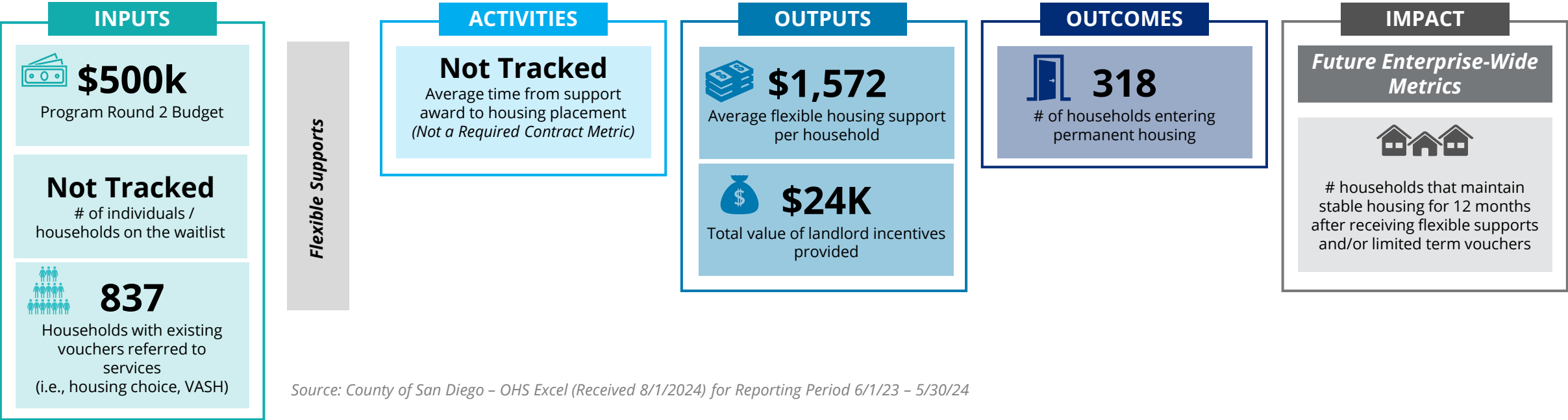
GEOGRAPHY: Countywide

¹Source: County of San Diego – OHS Data (5/1/2022-10/1/2022).

Flexible Housing Pool

ANALYSIS

The program is funded in two phases. Round 2 recently ended June, 2024. The analysis provided is for Round 2 funding (Round 1 included \$400,000 in supports). The County can more accurately determine the program's effectiveness by assessing the level of additional private and public investment required to accomplish these outcomes. All households are in receipt of a voucher or income that will pay for long term housing. The Flexible Housing Pool dollars provide additional supports to help secure a lease.



HIGHLIGHTS OF PROGRAM METRICS

Not Readily Available
of Individuals on the Waitlist

Waitlist information is a not required contract metric

\$1,572*
Cost Per Outcome
(Households entering permanent housing)

$\$500,000 \div 318 \text{ households entering permanent housing}$

38%
Percentage of Flexible Support Recipients
Entering Stable Housing

$318 \text{ of households entering permanent housing} \div 837 \text{ households reached}$

*This program had multiple funders and Round two contained a total budget of \$2 million.



Landlord Incentive Program (LIP)



The Landlord Incentive Program (LIP) for Homeless Individuals, Families and Veterans provides financial incentives to landlords who rent to homeless participants in housing programs by the Housing Authority of the County of San Diego. This is a discretionary program.

FUNDING

FUNDING SOURCE: County General Fund, HHAP, HUD

FY23-24 TOTAL BUDGET: \$800,000¹

TOTAL CLAIMED IN REPORTING PERIOD: \$560,635¹ (7/1/23-4/30/24)

REACH

VULNERABLE GROUPS: Men, women, and families with children

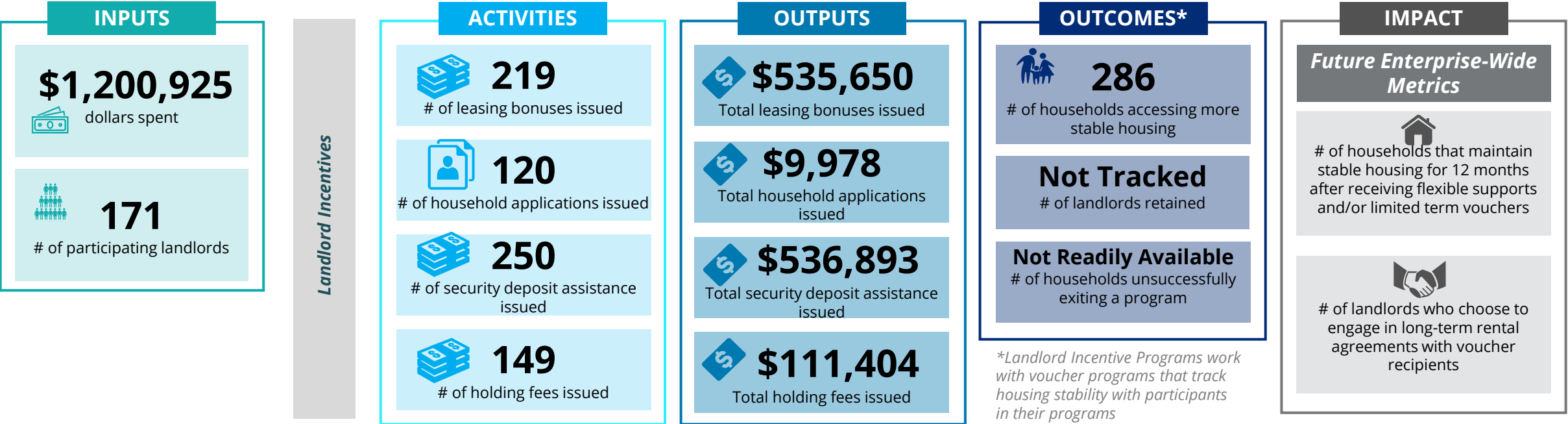
GEOGRAPHY: 61 HACSD Zip Codes

¹Source: County Provided Data – HCDS Data Points (7/1/2023 – 4/30/2024).

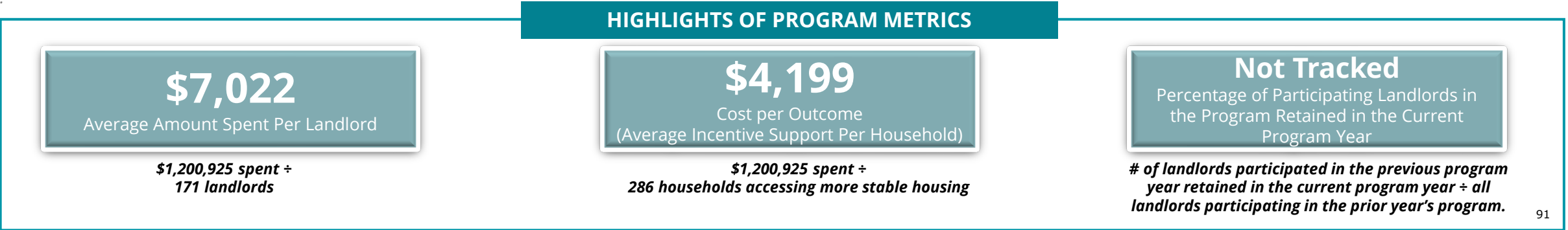
Landlord Incentive Program (LIP)

ANALYSIS

The Landlord Incentive Program achieves its objectives at a relatively low cost per outcome. Additional research is required to determine whether the one-time supports help households retain housing for the entire lease term and if they increase landlords' willingness to rent to previously unhoused participants. Metrics to track if landlords who participate in the program continue to participate year over year can demonstrate landlord satisfaction with the program.



Source: County of San Diego – HCDS Excel (Received 7/29/2024) for Reporting Period FY23-24





No Place Like Home (NPLH)



NPLH provides funding for the creation and operation of permanent supportive housing (PSH) for persons who have a serious mental illness (SMI) and are experiencing homelessness or chronic homelessness or are At Risk of Chronic Homelessness. Currently, all existing funds have been allocated, and no additional state funding is available for further No Place Like Home awards. Some developments leverage non-NPLH funds to complete construction of the units. These developments are secured by a 55-year deed restriction with a commitment of County services support for 20 years to tenants.

FUNDING

FUNDING SOURCE: State HCD No Place Like Home

Total NPLH Funding Award: \$116,223,548

FY22-23 BUDGET: \$66,998,333¹

REACH

VULNERABLE GROUPS: Coordinated Entry Referrals

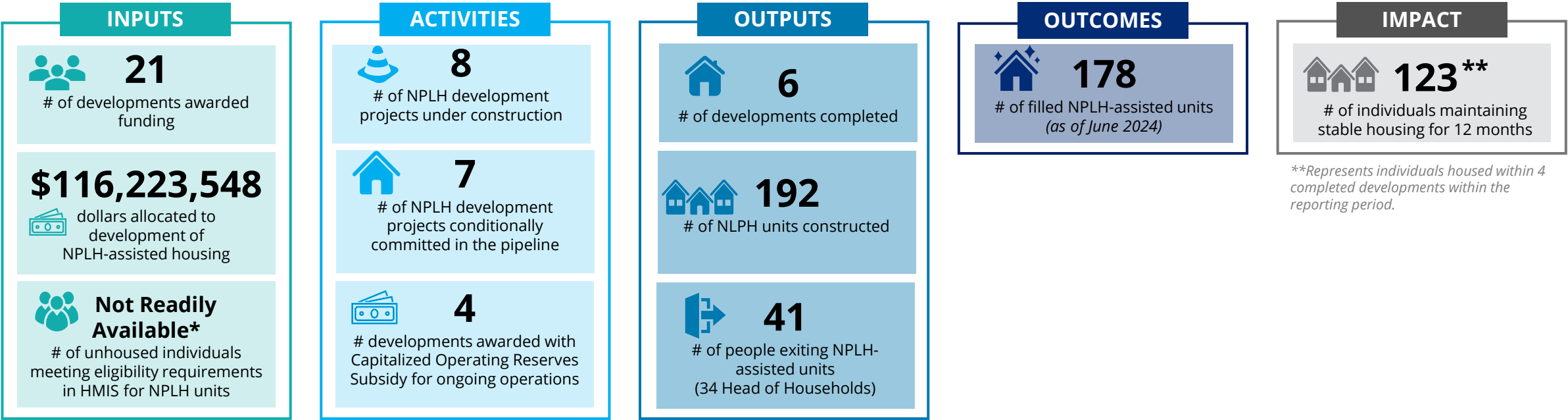
GEOGRAPHY: geographic distribution of the NPLH developments themselves is dictated by which developments applied for and received NPLH funding.

¹Source: County Provided Data – HCDS Data Points (7/1/2022 – 6/30/2023).

No Place Like Home (NPLH)

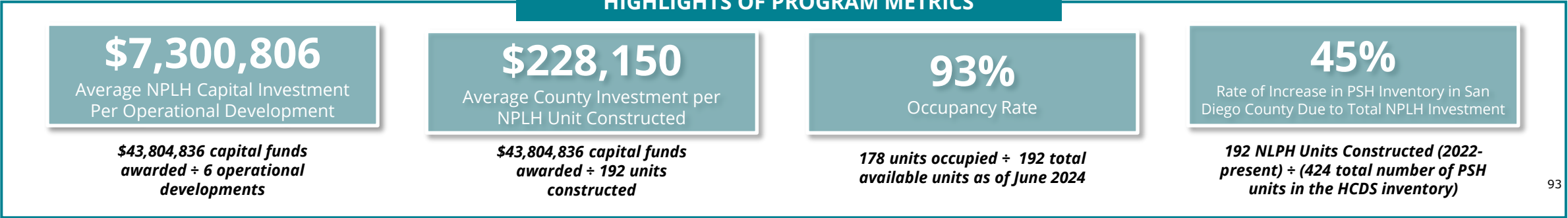
ANALYSIS

The County has invested an average of \$7.3M in NPLH funds per development, including operating reserves, to construct new Permanent Supportive Housing units. In order to understand the demand of those eligible for the PSH units, HMIS data transparency or system access to the County of San Diego would need to be established. While the program tracks the number of participant exits from the units (41), the program does not have data about whether the exiting destinations were positive or negative exits. The program does track the Impact measure of 123 individual maintaining stable housing for at least 12 months.



**HMIS data may show the County demand for NPLH units within the unincorporated County.
Sources: County of San Diego –NPLH (Received 8/26/2024) for Reporting Period ending 6/30/2024.*

HIGHLIGHTS OF PROGRAM METRICS





Cleanup and Sanitation Program (CSP)

LUEG

PUBLIC WORKS

COUNTY OPERATED

The Department of Public Works (DPW) Cleanup and Sanitation Program conducts cleanups of trash and debris related to encampment activity at DPW facilities including County-maintained road right-of-way, culverts, channels and other property including County airports. This program benefits public health, environmental health, and safety within the County of San Diego. DPW maintains a site inventory to facilitate monitoring and reassessment of sites that have a history of clean up needs so CSP can respond quickly. Funding and work associated with cleanups includes administrative preparation such as site assessments, noticing, and notification to HART team for possible outreach activities. Please note, less cleanups are conducted in the event of inclement weather. DPW maintains a clean-up site inventory in perpetuity to facilitate monitoring and reassessment of sites that have a history of encampments so that the programs can respond quickly in the event cleanup is needed.

FUNDING

FUNDING SOURCE: GPR

FY23-24 TOTAL BUDGET: \$1,397,870¹

FY23-24 TOTAL CLAIMED: \$1,246,808

REACH

VULNERABLE GROUPS: Individuals experiencing homelessness

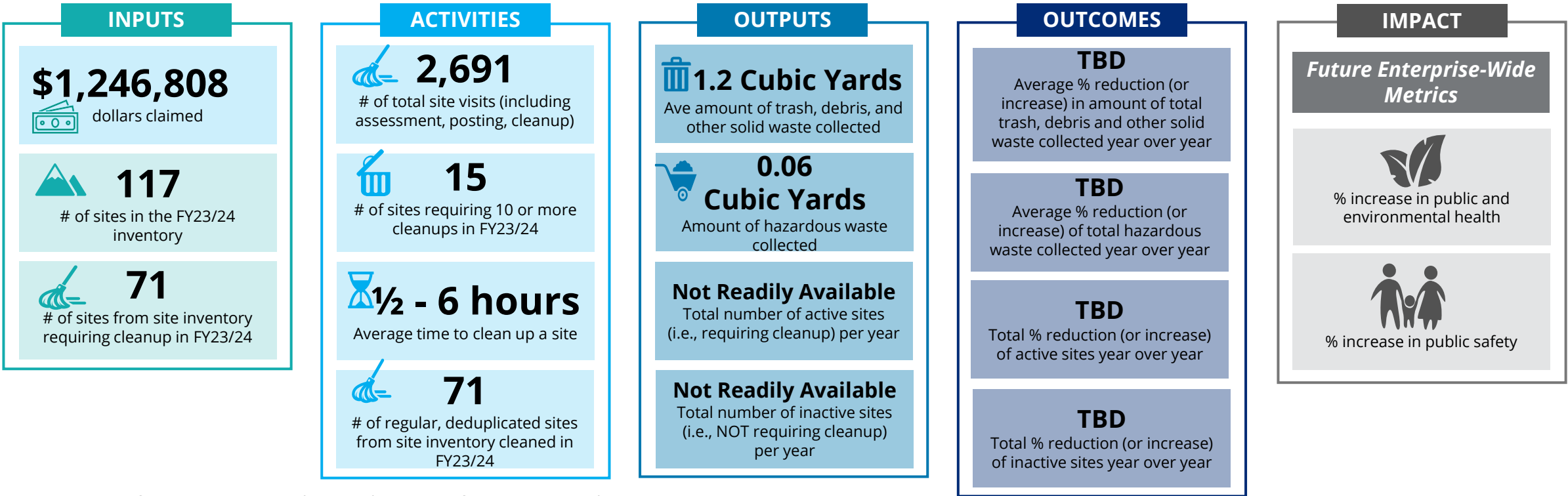
GEOGRAPHY: Unincorporated areas with some exceptions based on properties maintained by DPW

¹Source: County Provided Data – DPW CSP Data Points (01/01/23-12/31/23).

Clean-Up and Sanitation Program (CSP)

ANALYSIS

The program addressed 100% of inventoried sites this fiscal year. It is DPW’s goal to create additional output, outcome and impact measures to tell the story of the public health and safety improvements that result from this program (e.g., Stormwater quality, needle and sharps, abandoned vehicles). This data is currently collected, but solid waste is generally reported in tons upon request. County cleanup programs can jointly explore output measurements with consistent units of measurement to enable the County to provide uniform reports across programs.



Source: County of San Diego – LUEG Excel (Received 7/19/2024) for Reporting Period FY23-24

HIGHLIGHTS OF PROGRAM METRICS





Harmony Cleanup & Abatement

HHSA

OHS

CONTRACTED

Establish contact with homeless encampment residents in partnership with Office of Homeless Solutions direct services to ensure encampments are vacated and conduct homeless encampment clean up and abatement services for unincorporated land encompassing the San Diego Riverbed and the surrounding trail system and the Plaza Bonita area. This is a County discretionary program partnered with the Encampment Resolution Fund programs.

FUNDING

FUNDING SOURCE: ARPA

TOTAL BUDGET: \$250,000 over 3 years¹

TOTAL CLAIMED IN REPORTING PERIOD: \$28,414¹ (3/23-7/24)

REACH

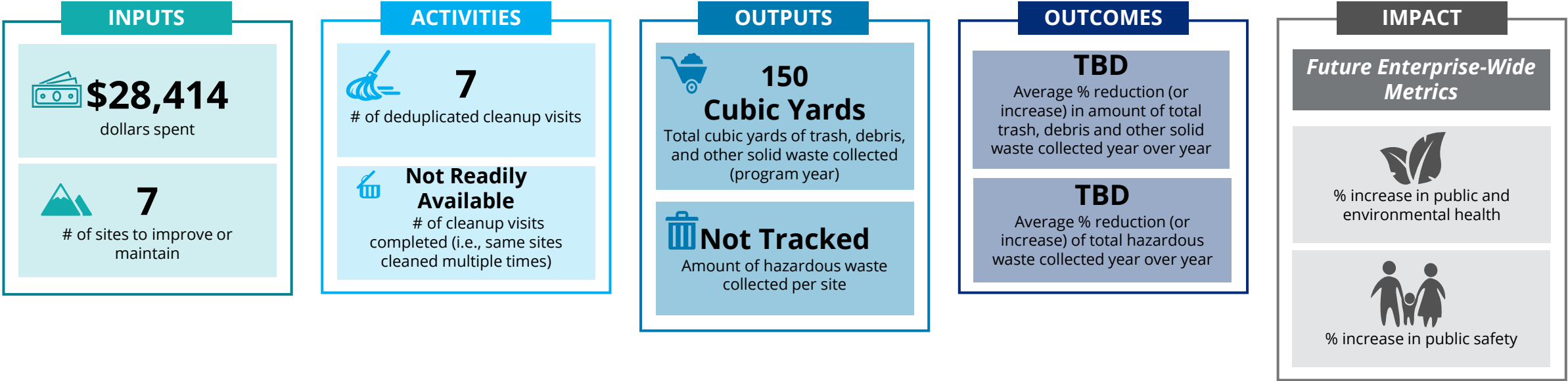
VULNERABLE GROUPS: Encampment Residents

GEOGRAPHY: San Diego River and Trail System

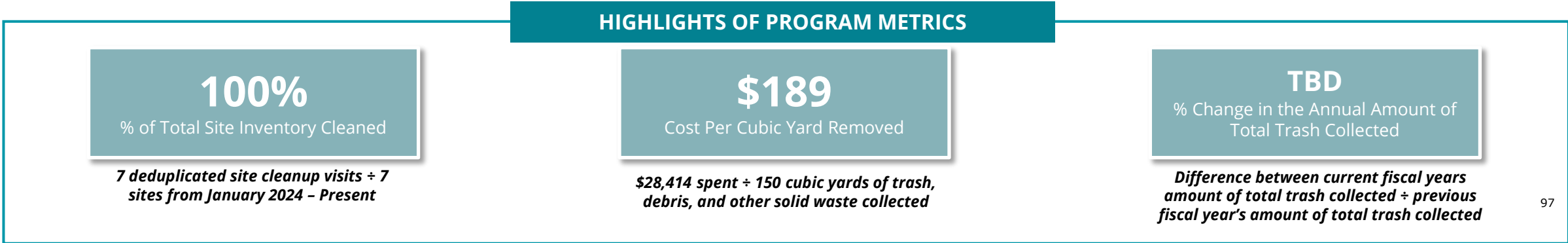
¹Source: County of San Diego – OHS Data 3/2024).

Harmony Clean-Up & Abatement

ANALYSIS ▶ DPW does maintain counts of individuals per site and is working to create a database per individual name for HART referral purposes. While the cost per activities is higher this program fulfills the need of flexible cleanup deployment. County cleanup programs can jointly explore output measurements with consistent units of measurement to enable the County to provide uniform reports across programs.



Source: County of San Diego – OHS Excel (Received 8/1/2024) for Reporting Period 7/1/23 = 3/31/24





Homeless Patrols, Clean Up, & Outreach

LUEG

PARKS & REC

COUNTY OPERATED

DPR staff patrols developed and open space parks, checking for the presence of unsheltered individuals on park property. Staff engage with individuals to determine if they are open to seeking housing assistance or other services. DPR staff arrange evaluations of potential services with the appropriate providers through OHS. Staff conduct clean-up of trash and debris associated with encampments and arrange for the storage of personal property when necessary.

FUNDING

FUNDING SOURCE: GPR

FY22-23 TOTAL BUDGET: \$1,122,233¹

REACH

VULNERABLE GROUPS: Individuals experiencing homelessness

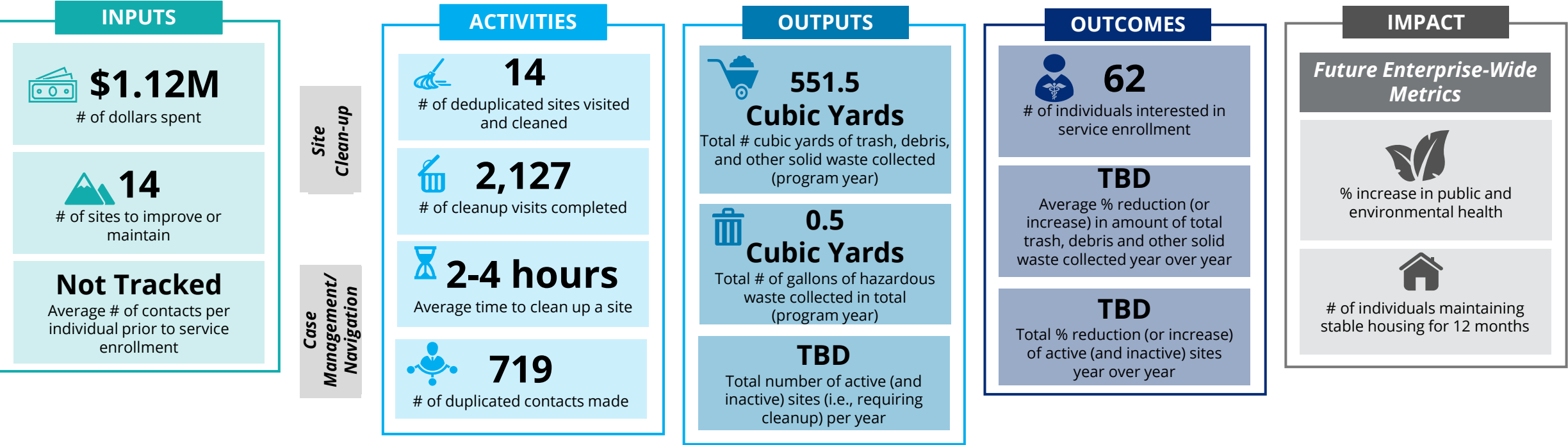
GEOGRAPHY: Parks Countywide with most activities in Sweetwater Regional Park (91902), Spring Valley (91977), Lakeside (92040), and Fallbrook (92028) communities.

¹Source: County Provided Data – DPR Unsheltered Programmatic Inventory (June 2024).

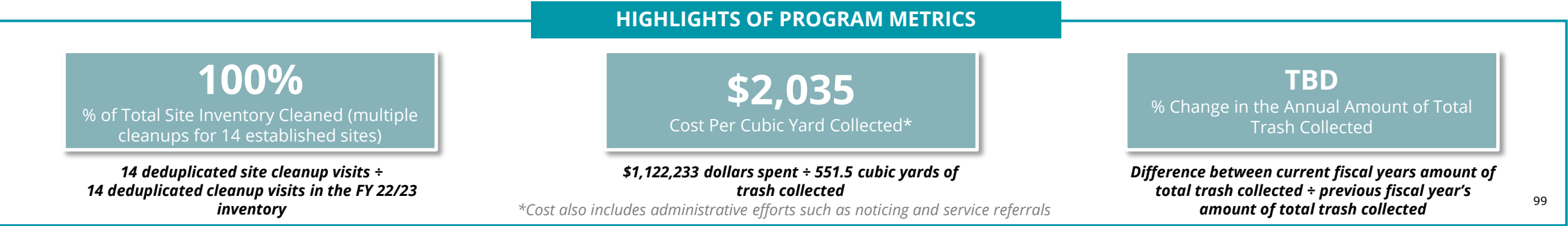
Homeless Patrols, Clean-Up, & Outreach

ANALYSIS ►

The Homeless Patrols (Clean-Up & Outreach) program provides both outreach and cleanup services in DPR open space and developed park properties. DPR routinely patrols and monitors 14 locations. The program addressed 100% of inventoried sites this fiscal year. This integration can lead to individuals to express interest in enrolling in services. Output and outcome measurements may vary year over year depending upon weather events. Less cleanups are conducted in inclement weather. County cleanup programs can jointly explore output measurements with consistent units of measurement to enable the County to provide uniform reports across programs.



Source: County of San Diego – LUEG Excel (Received 7/19/2024) for Reporting Period FY22-23



Appendix C:

County Homeless Action Plan Proposed Metrics

Strategic Domain:

Root Cause and Upstream Prevention

Proposed Metrics

Action Plan Performance Management Proposed Metrics

Strategic Domain: Root Cause and Upstream Prevention

Lead Department: All County Departments that provide housing; OHS; Office of Evaluation, Performance, and Analytics (OEPA)

Action Plan Recommendation: Prevent homelessness by addressing the root causes, leveraging County data, and promoting affordable housing access in San Diego County.

Countywide Performance Evaluation Recommendations

Short Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. OHS will pursue funding opportunities and if funding is identified, establish a homelessness prevention program to address upstream risk of homelessness and help prevent it.

- # of funding opportunities identified for homelessness prevention
- # of dollars in new funding secured
- # of new programs for homelessness prevention established
- Target dates for identification of funds and establishment of programs

Improvements to tracking this action step include:

- Developing specific goals around how much funding is needed to support the demand for homeless presentation programs.
- Determining the target for the desired number of programs to be established.
- Creating a time bound action step – by when do the funds need to be identified or secured.

2. Encourage the preservation of current affordable housing units and expansion of affordable housing stock through innovative options such as Accessory Dwelling Unit development and shared housing.

- # of affordable housing units preserved total
- # of Accessory Dwelling Units developed
- # of shared housing units developed or preserved
- Target dates for the # of preserved or developed units

Improvements to tracking this action step include:

- Baseline of how many units currently exist.
- Developing specific goals around how many units should be developed.
- Creating a time bound action step – by when do the units need to be created.

| Action Plan Performance Management Proposed Metrics | | |
|--|--|--|
| Strategic Domain: Root Cause and Upstream Prevention | | Lead Department: All County Departments that provide housing; OHS; Office of Evaluation, Performance, and Analytics (OEPA) |
| Action Plan Recommendation: Prevent homelessness by addressing the root causes, leveraging County data, and promoting affordable housing access in San Diego County. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Support implementation of the County’s housing strategy to build more affordable housing. | <ul style="list-style-type: none"> - # of affordable housing units developed - Target dates for unit development | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Developing specific goals around how many units should be developed tied to the County’s strategy. • Creating a time bound action step – by when do the units need to be created. |
| 2. Implement shared data system, policies, and procedures among County departments to identify at-risk households for connection to prevention assistance. | <ul style="list-style-type: none"> - Target date for the completion of the needs assessment and gap analysis - Target date for the implementation of shared data system - Target date for completion of policies and procedures to identify at-risk household for prevention assistance developed | <ul style="list-style-type: none"> • Data system development requires a process that establishes the set of requirements needed for the business, a gap analysis of current data systems to meet the need, a solution options analysis and implementation timeline. • Policy and procedures require a timeline of drafting, approving and training on policy and procedures. <p>Interim target dates can be set for the longer-term process to develop systems, policies and procedures.</p> |
| Support the goals of the County’s future housing strategy to meet the housing goals for the unincorporated areas. | <ul style="list-style-type: none"> - Baseline of how many units currently exist - # of affordable housing units preserved in unincorporated areas - # of affordable housing units developed in unincorporated areas - Target dates for units preserved and developed | <p>To track whether the County is meeting it desired progress on meeting the housing goals for unincorporated San Diego County, the data systems must be able to track location of units for reporting.</p> |

| Action Plan Performance Management Proposed Metrics | | |
|---|---|--|
| Strategic Domain: Root Cause and Upstream Prevention | | Lead Department: All County Departments that provide housing; OHS; Office of Evaluation, Performance, and Analytics (OEPA) |
| Action Plan Recommendation: Prevent homelessness by addressing the root causes, leveraging County data, and promoting affordable housing access in San Diego County. | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| In partnership with OEPA, implement new shared data policies and procedures for purposes of preventing homelessness. | <ul style="list-style-type: none"> - Target dates for milestones for the completion of new shared data policies and procedures, which would include dates for steps such as: <ul style="list-style-type: none"> - Policy/procedure drafting - Policy/procedure review and approval - Policy/procedure implementation and training | Similar to the considerations above for measuring the Long-Term Action Plan Steps, to implement new shared data policies, a timeline should be developed for a policy/procedures roll out. |
| In partnership with OEPA develop future goals to track homelessness prevention outcomes once the data system and homelessness prevention programs are both implemented. | <ul style="list-style-type: none"> - Target dates for milestones for the data system implementation, which would include dates for steps such as: <ul style="list-style-type: none"> - Confirmation of outcome metrics desired for systems tracking - Requirements gathering - Gaps analysis/ Options analysis - Implementation milestones: Design, Develop, Implement, Train | Similar to the considerations above for measuring the Long-Term Action Plan Steps, to implement data systems that allow for tracking of homelessness prevention outcomes, data system development requires a process that establishes the set of requirements needed for the business, a gap analysis of current data systems to meet the need, and a solution options analysis and implementation timeline. |
| Support the goals of the County's future housing strategy to meet the housing goals for the unincorporated areas. | <ul style="list-style-type: none"> - Baseline of how many units currently exist - # of affordable housing units preserved in unincorporated areas - # of affordable housing units developed in unincorporated areas - Target dates for units preserved and developed | To track whether the County is meeting it desired progress on meeting the housing goals for unincorporated San Diego County, the data systems must be able to track location of units for reporting. |

Strategic Domain:

Diversion and Mitigation

Proposed Metrics

Action Plan Performance Management Proposed Metrics

Strategic Domain: Diversion and Mitigation

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Expand availability and access to homelessness diversion programs.

Countywide Performance Evaluation Recommendations

Short Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Implement prevention and diversion training across the region in partnership with RTFH.

- # of trainings for prevention and diversion completed
- % of trainings completed
- Target completion dates for training

Improvements to tracking this action step include:

- Developing how many training are desired; how many groups/organizations are targeted for training and whether the trainings are complete.
- Creating a time bound action step – by when to the trainings need to be completed.

2. Review regional eviction prevention efforts and outcomes and develop plan for making the most effective and equitable practices permanent.

- Completion of the regional review with recommendations for making the most effective and equitable practices permanent

The completion of this action step is best provided for by a regional eviction prevention review report with recommendations identifying best practices and an implementation strategy.

Action Plan Performance Management Proposed Metrics

Strategic Domain: Diversion and Mitigation

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Expand availability and access to homelessness diversion programs.

Countywide Performance Evaluation Recommendations

Long Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Increase dedicated diversion and mitigation resources to be implemented at the “front door” of the homelessness response system.

- # of dedicated diversion and mitigation resources
- % increase in dedicated diversion and mitigation resources
- Target dates for have the resources onboarded and operating

Improvements to tracking this action step include:

- Documenting the # of resources dedicated to diversion and mitigation a baseline.
- Documenting the “increase” # of dedicated resources should be established as a goal.
- Creating a time bound action step – establishing by when resources should be established.

2. Increase resources for and coordination of eviction prevention system for long-term sustainability.

- # of resources for coordination of eviction prevention
- % increase in resources for coordination of eviction prevention
- Target dates for have the resources onboarded and operating

Improvements to tracking this action step include:

- Documenting the # of resources for coordination of eviction prevention as a baseline.
- Documenting the “increase” # of resource for coordination of eviction prevention should be established as a goal.
- Creating a time bound action step – establishing by when resources should be established.

| Action Plan Performance Management Proposed Metrics | | |
|---|---|--|
| Strategic Domain: Diversion and Mitigation | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Expand availability and access to homelessness diversion programs. | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| Contribute funding and support the expansion of the RTFH regional diversion model by June 2024 in partnership with jurisdictions, private funding entities, and RTFH. | <ul style="list-style-type: none"> - \$ County funding supporting the expansion of the RTFH regional diversion model - % increase in \$ supporting the expansion of the RTFH regional diversion model - # of non-financial support (hours in activities) for the RTFH regional diversion model | <p>This milestone is timebound to be measure by June 2024 and can be measured by the following performance metric:</p> <ul style="list-style-type: none"> - The amount of funding by the County is \$XXX,XXX which represents an increase of XX% from FYXX to FY2025. <p>Support can also be tracked with the # of hours the County resources have dedicated to supporting the expansion of the regional diversion model.</p> |
| Reduce evictions by 20% each fiscal year by utilizing practices from Eviction Prevention System. | <ul style="list-style-type: none"> - # of evictions in FY2023 - # of evictions in FY 2024 - % decrease or increase in evictions year over year | <p>This milestone is timebound and specific in its goal to be easily measurable by the following performance metric:</p> <ul style="list-style-type: none"> - The # of evictions in the County in FY2024 was XX compared with the # of evictions in FY2023, which represents a decrease or increase of XX% over the fiscal year. |

Strategic Domain:

Services, Treatment, and Outreach

Proposed Metrics

| Action Plan Performance Management Proposed Metrics | | |
|---|--|--|
| Strategic Domain: Services, Treatment, and Outreach | | Lead Department: Office of Homeless Solutions (OHS) |
| <i>Action Plan Recommendation: Maximize service capacity, quality, and utilization by expanding access and coordination of services.</i> | Countywide Performance Evaluation Recommendations | |
| Short Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Increase coordination of outreach and supportive services to ensure coverage of all areas of the county. | <ul style="list-style-type: none"> - # outreach activities - # outreach areas by region: <ul style="list-style-type: none"> - North County - East County - South County - % increase/decrease in outreach activities year over year - # of cross departmental or cross jurisdictional activities | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Defining what “counts” as an outreach and supportive service to measure increases. • Defining what is meant by coordination – whether it counts both interdepartmental activities and/or interjurisdictional coordination activities (cities within the County; service providers, RTFH). • Developing a mechanism for where the activities will be tracked and documented. • Ensuring the tracking mechanism can document the location of outreach and services. • Establishing a goal of how many outreach and supportive services will demonstrate a meaningful increase. • Creating a time bound action step – by when do the funds need to be identified or secured. |
| 2. Streamline referral processes from non-outreach County staff, using OHS outreach application. | <ul style="list-style-type: none"> - # of non-outreach County staff trained on using the OHS outreach application - # of non-outreach County staff submitting referrals for services using the OHS outreach application | <p>To have non-outreach County staff submit the referrals through the OHS outreach application, training is provided on the application process with clear procedures and expectations around when referrals are provided. The number of referrals is also documented to track the referral activity.</p> |
| 3. Provide interdisciplinary training for supportive services staff to ensure warm handoffs and streamlined connections to needed services and treatment. | <ul style="list-style-type: none"> - # of trainings for supportive services staff - % of trainings completed - % staff trained - Target completion dates for training - # of steps eliminated to receive services and treatment | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Developing how many trainings are desired; how many groups/organizations are targeted for training and whether the trainings are complete. • Creating a time bound action step – by when to the trainings need to be completed. • Tracking the # of reduced steps for connections to needed services |

| Action Plan Performance Management Proposed Metrics | | |
|---|--|---|
| Strategic Domain: Services, Treatment, and Outreach | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Maximize service capacity, quality, and utilization by expanding access and coordination of services. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Increase the # of coordinated outreach events providing homelessness response services, mainstream resources, and connections to housing. | <ul style="list-style-type: none"> - # of coordinated outreach events providing homelessness response services, mainstream resource and connections to housing - % increase of coordinated outreach events provided - Target dates for having the increase completed for outreach events | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Documenting a baseline for the # of coordinated outreach events. • Documenting the “increase” # of coordinated outreach events as a goal. • Creating a time bound action step – establishing by when the increase in outreach event should be completed. |
| 2. Increase the efficiency and flexibility of service, treatment, and outreach staff hiring and retention by improving staff incentives (i.e., raising pay and continuous training and upskilling). | <ul style="list-style-type: none"> - % of outreach staff turnover - # of new outreach staff on boarded - Average length of tenure for current outreach staff - Attrition rate of outreach staff - % increase in the tenure for current outreach staff - # of outreach staff receiving increased incentives <ul style="list-style-type: none"> - # receiving increased pay - # receiving training and upskilling | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Documenting the current turnover rate in outreach staff as a baseline. • Documenting the calculation of the metric for outreach staff turnover. • Tracking the # of new outreach staff and the average length of tenure over time to see if it is increasing. • Tracking the incentives, and incentive increase rate, including pay and training. • Creating a time bound action step – establishing by when the increase in outreach staff metrics should be achieved. |
| 3. Expand clinical and social support services to meet current and increasing need and to expand the diversity of services to subpopulations. | <ul style="list-style-type: none"> - # of clinical and social support services provided <ul style="list-style-type: none"> - # of clinical and social support services provided by subpopulations (age, race, gender, sexual orientation, veterans, domestic violence) - % increase in clinical and social support services - Target dates for the increases in clinical and | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Documenting the # of clinical and social support services provided as a baseline. • Documenting the “increase” # of clinical and social support services provided should be established as a goal. • Creating a time bound action step – establishing by when the increased # of clinical and social support services should be |

Action Plan Performance Management Proposed Metrics

Strategic Domain: Services, Treatment, and Outreach

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Maximize service capacity, quality, and utilization by expanding access and coordination of services.

Countywide Performance Evaluation Recommendations

Progress Milestones in Action Plan

Recommended Metrics or Evidence

Performance Measurement Considerations

Increase the percentage of people who successfully exit from the County’s street outreach programs into safe temporary or permanent housing destinations by 10% of the previous year’s total each fiscal year.

- # of individuals who successfully exit from the County’s street outreach programs into safe temporary housing destinations in FY2023
- # of individuals who successfully exit from the County’s street outreach programs into safe temporary housing destinations in FY2024
- % increase successful exits

This milestone is timebound and specific in its goal to be easily measurable by the following performance metric:

- The # of of individuals who successfully exit from the County’s street outreach programs into safe temporary housing destinations in FY2024 was XX compared with the # of successful exits in FY2023, which represents an increase of XX% over the fiscal year.

Tracking of the successful exits is a critical data point that must be defined and tracked uniformly, ideally in one system.

Strategic Domain:

**Emergency/Interim Housing and
Resources**

Proposed Metrics

Action Plan Performance Management Proposed Metrics

Strategic Domain: Emergency/Interim Housing and Resources

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Increase investment in emergency and interim housing in alignment with low-barrier principles, ensuring sufficient capacity in both rural and unincorporated areas.

Countywide Performance Evaluation Recommendations

Short Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Continue implementation of compassionate emergency housing solutions and pathways to housing with specific subpopulations and accessibility needs in mind to serve people experiencing homelessness in the unincorporated areas of the County.

- # emergency housing solutions in the unincorporated areas of the County
- % increase/ decrease of emergency housing solutions in the unincorporated areas of the County, year over year
- Target dates for implementation of emergency housing solutions

Improvements to tracking this action step include:

- Defining what “counts” as emergency housing solutions in the unincorporated areas of the County to document increases.
- Develop a mechanism for where the emergency solution activities will be tracked and documented is needed; the tracking systems must be able to track location of units for reporting.
- Creating a time bound action step – establishing by when # of emergency housing solutions need to be in place.

2. Continue to assess County land and other potentially available sites and analyze successful local and national models for emergency/interim housing and resources, including creative solutions to crisis housing.

- # locations assessed as an available site
 - % of locations determined viable
- # of successful local and national models reviewed

Tracking the number of locations reviewed demonstrates the level of activity for site identification.

| Action Plan Performance Management Proposed Metrics | | |
|--|--|--|
| Strategic Domain: Emergency/Interim Housing and Resources | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Increase investment in emergency and interim housing in alignment with low-barrier principles, ensuring sufficient capacity in both rural and unincorporated areas. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. In partnership with local agencies and jurisdictions identify funding opportunities and scale emergency/interim housing and resources in each region of San Diego County, including rural and unincorporated areas. | <ul style="list-style-type: none"> - # of funding opportunities identified - # emergency/interim housing units available in total and by region: <ul style="list-style-type: none"> - North County - East County - South County - unincorporated - Target dates for having the increase in emergency/interim housing | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Documenting the # emergency/interim housing units a baseline. • Documenting the “increase” # of emergency/ interim housing and resources as a goal. • Aligning this supply goal to the progress milestone to close the gap between emergency/interim housing need and supply by 90% by December 2025 for the unincorporated areas of the County. |
| 2. Explore incentives for city jurisdictions to stimulate development of emergency housing that results in increased emergency housing beds. | <ul style="list-style-type: none"> - # of increased city emergency housing beds - Target dates for having the increase in city emergency housing beds | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Documenting the # city emergency housing beds as a baseline. • Documenting the “increase” # of city emergency housing beds a goal. • Creating a time bound action step – establishing by when the increase in city emergency housing beds need to be in place. |

| Action Plan Performance Management Proposed Metrics | | |
|---|---|--|
| Strategic Domain: Emergency/Interim Housing and Resources | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Increase investment in emergency and interim housing in alignment with low-barrier principles, ensuring sufficient capacity in both rural and unincorporated areas. | Countywide Performance Evaluation Recommendations | |
| Milestones In Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| Close the gap between emergency/interim housing need and supply by 90% by December 2025 for the unincorporated areas of the County. | <ul style="list-style-type: none"> - # emergency/interim housing units in unincorporated areas of the County - # of individuals/households in need of emergency/interim housing in unincorporated areas of the County - # of individuals/households in need of emergency/interim housing unserved at the time of need or are on a waitlist - % reduction in the number of individuals/households in need of emergency/interim housing unserved or on a waitlist | <p>This measure is timebound and specific. In order to track this performance metric, information on the # of individuals/households in need of emergency/ interim housing and are turned away (unserved at the time of need or are on a waitlist) needs to be documented and tracked to determine if the gap in unmet need is being addressed.</p> <p>Tracking unmet need is a critical performance measure for achieving this goal. It can be documented as unfulfilled referrals, and documented waitlists for services and looking at how the County is tracking its unmet need through a data collection system is a gap in determining if the County is making progress towards this goal.</p> |
| All emergency/interim housing options developed in partnership with the County operate with low barriers to entry and in alignment with the principles of Housing First, as reflected in contracts and policies and procedures. | <ul style="list-style-type: none"> - # of emergency/interim housing options with low barrier entry - # of emergency/interim housing with barriers - # of contracts with vendors that have low barrier entry | <p>To track and measure this milestone goal, the definition of “operating with low barriers to entry” must be more specifically defined by the County. While there is a definition of Housing First in the California Code Section 8255, some of the terms in the code leave room for interpretation, such as the what criminal convictions are permitted in housing screenings, or whether operators of emergency or interim housing who exclude pets are consider low barrier. Providers who don’t have these definitions in place will need to have them included in their County Contracts. Low barrier units are more expensive for service providers to operate as they require a higher level of supports – case management, drug and mental health treatment supports.</p> |

Strategic Domain:

Permanent Housing & Support

Proposed Metrics

Action Plan Performance Management Proposed Metrics

Strategic Domain: Permanent Housing and Support

Lead Department: Planning and Development Services and Housing and Community Development Services with collaboration with Office of Homeless Solutions (OHS)

Action Plan Recommendation: Collaborate with partners to strategically increase funding for and support the development of the County’s housing strategy for the expansion of Permanent Supportive Housing and affordable housing options across San Diego County.

Countywide Performance Evaluation Recommendations

Short Term Action Plan Steps

| Recommended Metrics or Evidence | Performance Measurement Considerations |
|--|---|
| <ul style="list-style-type: none">- Completion of the Housing Blueprint | The completion of this action step is best provided for by the publication of the Housing Blueprint with a roadmap. |
| <ul style="list-style-type: none">- Completion of a report with a review of the best practices for PSH covering,<ul style="list-style-type: none">- PSH development- Motel conversion- Shared housing- Master leasing- Tiny home construction- Tenant-based rental assistance | The completion of this action step is best provided for by the publication of a best practices report covering methods to increase PSH units. |

2. Analyze best practices for ramping up Permanent Supportive Housing (PSH), including development, motel conversion, shared housing, master leasing, tiny home construction, and tenant-based rental assistance.

| Action Plan Performance Management Proposed Metrics | | |
|--|---|--|
| Strategic Domain: Permanent Housing and Support | | Lead Department: Planning and Development Services and Housing and Community Development Services with collaboration with Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Collaborate with partners to strategically increase funding for and support the development of the County's housing strategy for the expansion of Permanent Supportive Housing and affordable housing options across San Diego County. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Address barriers to implementing ambitious affordable housing development goals outlined in the County's Housing Blueprint. | <ul style="list-style-type: none"> - # of barriers addressed from the County Housing Blueprint - # of mitigation steps identified to address barriers - Target dates for having barriers addressed | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Defining what "counts" as a barrier to track. • Documenting the # of barriers and categories of barriers. • Creating a time bound action step – establishing by when the barriers identified need to be addressed. |
| 2. Support the development and implementation of the countywide shared housing matching system for people experiencing homelessness. | <ul style="list-style-type: none"> - Target dates for the requirements gathering, design, development, implementation and training of the countywide shared housing matching system | <p>Data system development requires a process that establishes the set of requirements needed for the business, a gap analysis of current data systems to meet the need, a solution options analysis and implementation timeline that includes design, development, implementation and training.</p> |
| 3. Increase housing opportunities for specialized populations including veterans, older adults, people with disabilities, and youth. | <ul style="list-style-type: none"> - # housing opportunities for specialized populations including: <ul style="list-style-type: none"> - # for Veterans - # for Older adults - # for People with disabilities - # for Youth | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Defining what "counts" as a housing opportunity. • Documenting the # of housing opportunities by specialized population as a baseline. • Documenting the "increase" # desired for housing opportunities as a goal. |

| Action Plan Performance Management Proposed Metrics | | |
|--|---|---|
| Strategic Domain: Permanent Housing and Support | | Lead Department: Planning and Development Services and Housing and Community Development Services with collaboration with Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Collaborate with partners to strategically increase funding for and support the development of the County's housing strategy for the expansion of Permanent Supportive Housing and affordable housing options across San Diego County. | Countywide Performance Evaluation Recommendations | |
| Desired Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| Increase number of units available to extremely low-income households funded by the County by 20% by 2028. | <ul style="list-style-type: none"> - # units available to extremely low-income households (30% of Area Median Income) funded by the County in FY2024 - #units available to extremely low-income households (30% of Area Median Income) funded by the County in FY2025-28 - % increase of extremely low-income household units (30% of Area Median Income) funded by the County in FY2028 versus FY2024 | This measure is timebound and specific. In order to track this performance metric, also, documenting the current # of units available to extremely low-income households as a baseline is needed to measure the increase by 2028. |
| Increase number of PSH units funded by the County by 20% by 2028. | <ul style="list-style-type: none"> - # PSH units funded by the County in FY2024 - #PSH units funded by the County in FY2028 - % increase of PSH units funded by the County from FY2025-28 versus FY2024 | This measure is timebound and specific. In order to track this performance metric, documenting the current # of PSH units funded by the County is needed as a baseline to be able to measure the increase by 2028. |

Key Driver:

Person- Centered

Proposed Metrics

| Action Plan Performance Management Proposed Metrics | | |
|---|---|---|
| Key Driver: Person-Centered | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Focus on creating a smooth and coordinated experience for each household experiencing homelessness in need of services, treatment, outreach, and/or emergency or permanent housing options. | Countywide Performance Evaluation Recommendations | |
| Short Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Increase coordination across County departments that provide services to people experiencing or at-risk of homelessness. | <ul style="list-style-type: none"> - # of non-outreach County staff submitting referrals for services using the OHS outreach application - # of contacts with different County departments prior to receiving supports for housing stability - Target dates for having the non-outreach County staff submitting referrals for services | Tracking increased coordination is difficult to measure. Some proxies for improved coordination might include tracking the number of referrals being made by non-outreach County staff for residents needing support. With a more robust tracking system, it might also include how many different departments have contact with the individual prior to receiving needed services. |
| 2. Develop a Housing First person-centered training curriculum for non-OHS staff to help identify homelessness risks. | <ul style="list-style-type: none"> - Literature review of best practices in Housing First person-centered training curriculum development - Completion of a Housing First person-centered training curriculum in the Learning Management system by December 2024 | Reflected in the Person-Centered Progress Milestones, this training curriculum has a target completion date of December 2024. |
| 3. Make training available to frontline staff to help shape roles, responsibilities, and workflow within the person-centered approach. | <ul style="list-style-type: none"> - # of trainings for a Housing First person-centered training - % of trainings completed by March 2035 | Reflected in the Person-Centered Progress Milestones, this training implementation for non-HESC staff to help identify homelessness risks has a target completion of 95% by March 2025. |

Action Plan Performance Management Proposed Metrics

Key Driver: Person-Centered

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Focus on creating a smooth and coordinated experience for each household experiencing homelessness in need of services, treatment, outreach, and/or emergency or permanent housing options.

Countywide Performance Evaluation Recommendations

Long Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Refine engagement approaches with a focus on client satisfaction utilizing numerous County programs and services.

- # of barriers addressed from the County Housing Blueprint
- Target dates for having barriers addressed

Improvements to tracking this action step include:

- Defining what “counts” as a barrier to track.
- Documenting the # of barriers and categories of barriers.
- Creating a time bound action step – establishing by when the barriers identified need to be addressed.

2. Develop quantitative and qualitative evaluation measures to be completed at regular intervals (i.e., every six months) to assess outcomes of person-centered model.

- Develop a dashboard of person-center model quantitative metrics
- Complete the development of a qualitative survey tool for measuring client satisfaction
- Administer the survey prior to the implementation of Housing First person-centered training targeted to begin January 2025

Development of a quantitative person-center dashboard requires defining the metrics (i.e., number of training courses completed, number of referrals by non-OHS staff for homelessness supports).
Reflected in the Person-Centered Progress Milestones, this qualitative customer satisfaction survey tool should be developed and implemented prior to the training being conducted in January 2025.

| Action Plan Performance Management Proposed Metrics | | |
|---|--|--|
| Key Driver: Person-Centered | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Focus on creating a smooth and coordinated experience for each household experiencing homelessness in need of services, treatment, outreach, and/or emergency or permanent housing options. | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| To increase knowledge of homelessness risks and improve County customer experience, establish training curriculum in the Learning Management System (LMS) for non-OHS staff by December 2024. | <ul style="list-style-type: none"> - Literature review of best practices in Housing First person-centered training curriculum development - Completion of a Housing First person-centered training curriculum in the Learning Management system by December 2024 | This milestone measure is timebound and specific. The Training Curriculum is targeted to be developed and completed by December 2024. |
| Implement training January to March 2025 and ensure 95% of identified staff complete the training in LMS. | <ul style="list-style-type: none"> - # of trainings for a Housing First person-centered training - % of trainings completed by March 2025 | This measure is timebound and specific. In order to track this performance metric, documenting the current # of PSH units funded by the County is needed as a baseline to be able to measure the increase by 2028. |
| Measure client satisfaction quarterly starting in April 2025 to determine impact of training. | <ul style="list-style-type: none"> - # of clients that are satisfied with the support services December 2024 - # of clients that are satisfied with the support services April 2025 - % increase in customer satisfaction from December to April 2025 | In order to measure the impact of the training of staff a survey should be conducted prior to January 2025 when training is scheduled to begin. It should be measured again in April 2025 and then quarterly after that to monitor customer satisfaction of the services being provided. |

Key Driver:

Data

Proposed Metrics

| Action Plan Performance Management Proposed Metrics | | |
|--|---|---|
| Key Driver: Data | | Lead Department: Office of Homeless Solutions (OHS); Office of Evaluation and Performance Analytics (OEPA); and Office of Business Intelligence (OBI) |
| <p><i>Action Plan Recommendation: Develop and maintain a shared database in partnership with the Office of Evaluation, Performance, and Analytics and the Office of Business Intelligence and implement standardized data elements regarding housing status and homelessness for intake and exit across County programs.</i></p> | Countywide Performance Evaluation Recommendations | |
| Short Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. As part of the Framework, clarify and operationalize definitions of “homelessness,” “at-risk of homelessness,” and “housing need” used by each County department. | <ul style="list-style-type: none"> - Define for the purposes of tracking: <ul style="list-style-type: none"> - “Homelessness” - “At-risk of Homelessness” - “Housing Need” - Document and publish definitions to County departments | Tracking increased coordination is difficult to measure. Some proxies for improved coordination might include tracking the number of referrals being made by non-outreach County staff for residents needing support. With a more robust tracking system, it might also include how many different departments have contact with the individual prior to receiving needed services. |
| 2. In partnership with OEPA, convene County department representatives to establish homelessness prevention goals and outcomes once system is established. | <ul style="list-style-type: none"> - Completion of a Housing First person-centered training curriculum in the Learning Management system by December 2024 | Reflected in the Person-Centered Progress Milestones below, this training curriculum has a target completion date of December 2024. |

| Action Plan Performance Management Proposed Metrics | | |
|--|--|--|
| Key Driver: Data | | Lead Department: Office of Homeless Solutions (OHS); Office of Evaluation and Performance Analytics (OEPA); and Office of Business Intelligence (OBI) |
| Action Plan Recommendation: Develop and maintain a shared database in partnership with the Office of Evaluation, Performance, and Analytics and the Office of Business Intelligence and implement standardized data elements regarding housing status and homelessness for intake and exit across County programs. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Design and build shared County data system including data from Homeless Management Information System, in partnership with OEPA. | <ul style="list-style-type: none"> - Data system design document completed by December 2024 - System implementation completed by December 2025 | Data system development requires a process that establishes the set of requirements needed for the business, a gap analysis of current data systems to meet the need, a solution options analysis and implementation timeline. |
| 2. Utilize a predictive analytics model that utilizes real-time data from the shared system in partnership with OEPA. | <ul style="list-style-type: none"> - # use cases for a predictive analytics model - Target dates for the identification of the predictive analytics data to be used - Target dates for the design and development of a predictive analytics model | Improvements to tracking this action step include: <ul style="list-style-type: none"> • Identifying the appropriate use cases for a predictive analytics model. • Documenting the real time data that is expected to be used. • Creating a time bound action step – establishing by when the data, design and development of the model should be completed. |
| 3. Conduct evaluations of cross-system homelessness and housing data access/use to improve collaborative planning efforts. | <ul style="list-style-type: none"> - # of cross-system homelessness and housing data points being used in collaborative planning activities - # positive outcomes realized from the use of cross-system homelessness and housing data - Target dates for evaluation of data access impact on collaborative planning efforts | Improvements to tracking this action step include: <ul style="list-style-type: none"> • Identifying the data points needed for collaborative planning activities. • Creating a time bound action step – establishing by when the data evaluation should be completed. |

| Action Plan Performance Management Proposed Metrics | | |
|--|---|--|
| Key Driver: Data | | Lead Department: Office of Homeless Solutions (OHS); Office of Evaluation and Performance Analytics (OEPA); and Office of Business Intelligence (OBI) |
| <p><i>Action Plan Recommendation: Develop and maintain a shared database in partnership with the Office of Evaluation, Performance, and Analytics and the Office of Business Intelligence and implement standardized data elements regarding housing status and homelessness for intake and exit across County programs.</i></p> | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| Design and identify funding for a new cross-sector data system by the end of 2024, with implementation of the system by 2025. | <ul style="list-style-type: none"> - Data system design document completed by December 2024 - Data system funding identified by December 2024 - System implementation completed by December 2025 | <p>Data system development requires a process that establishes the set of requirements needed for the business, a gap analysis of current data systems to meet the need, a solution options analysis and implementation timeline.</p> <p>Funding/budgeting will need to be estimated and identified to support a new cross-sector data system.</p> |
| Collaborate with OBI and OEPA on identifying metrics which will include logic model and results chain to monitor outcomes of the Action Plan priorities by creating public dashboards. | <ul style="list-style-type: none"> - Complete an inventory of desired metrics and logic model that will monitor outcomes of the Action plan priorities | <p>This analysis is a start of the metrics required to be collected to assist in monitoring the Action plan priorities.</p> |

Key Driver:

Collaboration

Proposed Metrics

Action Plan Performance Management Proposed Metrics

Key Driver: Collaboration

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Homeless Solutions and Equitable Communities-Office of Homeless Solutions should continue as the lead entity in the County of San Diego to coordinate across all County departments and with diverse external stakeholders on the issue of homelessness.

Countywide Performance Evaluation Recommendations

Short Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Leverage interdepartmental working group on homelessness, with OHS as the lead entity, to address issues identified in the collective impact model section of the Needs Assessment.

- # working group meetings
- % attendance at working group meetings by department representative
- # of issues identified vs. addressed

Tracking the working group meeting and the attendance by department stakeholders is an activity measure to support collective impact. Documenting the issues identified from the working group and their resolution can also support evidence that the County is leveraging cross-collaboration amount County departments.

2. Establish a Memorandum of Agreement (MOA) with jurisdictions to further collaborate on homelessness programming.

- # of MOAs identified for creation
- # of MOAs completed

The establishment of MOAs is reference in the short term, long term and desired milestone section of the Collaboration Key Driver. A target goal of how many and with what jurisdictions needs to be established.

Action Plan Performance Management Proposed Metrics

| Key Driver: Collaboration | | Lead Department: Office of Homeless Solutions (OHS) |
|---|---|--|
| <i>Action Plan Recommendation: Homeless Solutions and Equitable Communities-Office of Homeless Solutions should continue as the lead entity in the County of San Diego to coordinate across all County departments and with diverse external stakeholders on the issue of homelessness.</i> | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. In partnership with RTFH and other jurisdictions, conduct countywide resource mapping to determine localized need and departmental capacity, where funding can be braided, MOAs implemented, and projects consolidated, and where ordinances and contracts can be aligned to reduce bureaucratic barriers. | <ul style="list-style-type: none">- Completion of a countywide resource mapping- # of funding opportunities identified for braiding- # of MOAs completed- # of projects targeted for consolidation- # of ordinances targeted for alignment- # of contracts targeted for alignment- Target dates for completing the countywide resource mapping, projects targeted for consolidation, ordinances and contracts realigned | The establishment of MOAs is reference in the short term, long term and desired milestone section of the Collaboration Key Driver. A target goal of how many and with what jurisdictions needs to be established and by what timeline. |
| 2. Develop collaborative, cross-jurisdictional priorities for housing-focused, equitable funding for all programs serving people experiencing homelessness. | <ul style="list-style-type: none">- # of collaborative, cross-jurisdictional priorities established- Target dates for completing collaborative, cross-jurisdictional priorities | Improvements to tracking this action step include: <ul style="list-style-type: none">• Identifying the number of cross-jurisdictional priorities that should be established.• Creating a time bound action step – establishing by when the priorities need to be established. |

| Action Plan Performance Management Proposed Metrics | | |
|--|--|---|
| Key Driver: Collaboration | | Lead Department: Office of Homeless Solutions (OHS) |
| <p><i>Action Plan Recommendation: Homeless Solutions and Equitable Communities-Office of Homeless Solutions should continue as the lead entity in the County of San Diego to coordinate across all County departments and with diverse external stakeholders on the issue of homelessness.</i></p> | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| In ongoing efforts to address and end homelessness, the County and other willing stakeholders will initiate MOAs that can be publicly shared and that establish the best collaborative practices on an ongoing basis. | <ul style="list-style-type: none"> - # of MOAs identified for creation - % of MOAs completed - # of MOAs established and publicly shared | <p>Improvements to tracking this milestone include:</p> <ul style="list-style-type: none"> • Targeting the # of department/agencies/ jurisdictions requiring MOAs. • Tracking the number completed against the target MOAs. |
| Through the MOAs, the County and other relevant stakeholders will establish joint priorities for housing-focused efforts and equitable homelessness funding priorities by December 2025. | <ul style="list-style-type: none"> - # of joint priorities for housing-focused efforts and equitable homeless funding priorities identified for creation - % of joint priorities created and established through MOAs by December 2025 | While this milestone has a target timeline for completion, the number of joint priorities being targeted through MOAs can be identified as a target TBD against. |

Key Driver:

Sustainability

Proposed Metrics

| Action Plan Performance Management Proposed Metrics | | |
|--|---|---|
| Key Driver: Sustainability | | Lead Department: Office of Homeless Solutions (OHS) |
| <p><i>Action Plan Recommendation: Develop a regional funding strategy in partnership with Regional Task Force on Homelessness that aligns the goals of different funders across San Diego County and reduces duplication of efforts.</i></p> | Countywide Performance Evaluation Recommendations | |
| Short Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. In partnership with RTFH and city jurisdictions, continue to explore opportunities to discuss regional housing resources to participate in regional funding and policy strategy discussions. | <ul style="list-style-type: none"> - # opportunities/meetings with RTFH and city jurisdictions to participate in regional funding and policy strategies | The completion of this action step is best provided for by tracking the number of meetings and discussions with the RTFH and city jurisdictions. |
| 2. Identify any available funding opportunities and partner with local entities in joint applications whenever possible. | <ul style="list-style-type: none"> - # of funding opportunities in the pipeline - # joint applications for funding with partners and local entities | The completion of this action step is best provided for by tracking the opportunity pipeline of regional funding and policy strategy efforts as well as the number of applications. |

| Action Plan Performance Management Proposed Metrics | | |
|--|--|---|
| Key Driver: Sustainability | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Develop a regional funding strategy in partnership with Regional Task Force on Homelessness that aligns the goals of different funders across San Diego County and reduces duplication of efforts. | Countywide Performance Evaluation Recommendations | |
| Long Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Regularly analyze homelessness and housing resource investments to identify and agree upon ways to increase, decrease, or redirect funding to meet regional needs and priorities. | <ul style="list-style-type: none"> - % of homeless and housing resource investments evaluated for alignment with regional priorities and needs - Target dates a review cycle | Improvements to tracking this action step include: <ul style="list-style-type: none"> • Having a review cycle of housing program resource investments to regularly analyze current investments. • Creating a time bound action step – establishing by how often investments should be reviewed. |
| 2. In partnership with RTFH and city jurisdictions, align efforts for new State and federal funding and policy opportunities. | <ul style="list-style-type: none"> - # of State and federal funding opportunities in the pipeline - \$ pipeline amounts - # joint applications for State and federal funding with partners and local entities - \$ amount in joint applications for State and federal funding with partners and local entities | The completion of this action step is best provided for by tracking the opportunity pipeline and the number of applications submitted for State and federal funding. |
| 3. Use data and the voice of lived experience for policy change to address root causes of homelessness. | <ul style="list-style-type: none"> - # of consultations with persons with lived experience with policy updates | The number of consultations with persons with lived experience to get their feedback and perspective of how policy changes might impact client is a metric that will demonstrate activities and steps taken to ensure policy efficacy. |

Action Plan Performance Management Proposed Metrics

Key Driver: Sustainability

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Develop a regional funding strategy in partnership with Regional Task Force on Homelessness that aligns the goals of different funders across San Diego County and reduces duplication of efforts.

Countywide Performance Evaluation Recommendations

Progress Milestones in Action Plan

Recommended Metrics or Evidence

Performance Measurement Considerations

Improve coordination with local jurisdictions and entities in the application for new State and federal homelessness and housing funding opportunities.

- # of joint applications with other jurisdictions for new State and federal homelessness and housing funding opportunities
- \$ secured through joint applications for new State and federal funding opportunities

Improvements to tracking this milestone include:

- Targeting the # of joint applications.
- Targeting the dollar amounts pursued through joint applications.

Support policy changes that will address root causes of homelessness.

- # of policy changes identified for updates
- Target dates for completing policy updates

Improvements to tracking this milestone include:

- Identifying of the number of policy changes needed.
- Creating a time bound milestone– establishing by when the policy changes should be completed.

Key Driver:

Equity

Proposed Metrics

| Action Plan Performance Management Proposed Metrics | | |
|---|--|---|
| Key Driver: Equity | | Lead Department: Office of Homeless Solutions (OHS) |
| Action Plan Recommendation: Establish or adapt tools, policies, and practices to support equity countywide in collaboration with other County departments. | Countywide Performance Evaluation Recommendations | |
| Short Term Action Plan Steps | Recommended Metrics or Evidence | Performance Measurement Considerations |
| 1. Inventory County departments to identify equity measures related to homelessness in contracts that are being collected. | <ul style="list-style-type: none"> - Completion of an equity metric inventory related to homelessness in County contracts - Target dates for the completion of the equity metric inventory | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Defining what “counts” as an equity metric. • Documenting the # of equity metrics by contract and program. • Creating a time bound action step – establishing by when the equity inventory needs to be addressed. |
| 2. Collect and analyze cross-sector data on homelessness, risk of homelessness, and service access and outcomes by subpopulation, demographics, and geographic location. | <ul style="list-style-type: none"> - Completion of a cross-sector data analysis on homelessness, risk of homelessness and service outcomes by: <ul style="list-style-type: none"> - Subpopulation - Demographic - Geographic location | <p>Improvements to tracking this action step include:</p> <ul style="list-style-type: none"> • Creating a time bound action step – establishing by when the equity analysis needs to be addressed. |
| 3. Leverage feedback from people with lived experience and Needs Assessment equity considerations, including underserved populations, locations, and needs for County resource development discussions. | <ul style="list-style-type: none"> - # of consultations with persons with lived experience on the needs for County resource development | <p>The number of consultations with persons with lived experience to get their feedback and perspective of County resource development will demonstrate activities and steps taken to ensure appropriate resource development for clients.</p> |

Action Plan Performance Management Proposed Metrics

Key Driver: Equity

Lead Department: Office of Homeless Solutions (OHS)

Action Plan Recommendation: Establish or adapt tools, policies, and practices to support equity countywide in collaboration with other County departments.

Countywide Performance Evaluation Recommendations

Long Term Action Plan Steps

Recommended Metrics or Evidence

Performance Measurement Considerations

1. Work with OERJ to develop feedback loops to continually identify and monitor equity concerns in County homelessness programs.

- Completion of a documented feedback loop process
- Target dates for the completion of the feedback loop process

Improvements to tracking this action step include:

- Defining who the stakeholders are in the feedback loop process.
- Creating a time bound action step – establishing by when the feedback loop process needs to be created.

2. Collaborate with other County departments to strategize ways to improve health outcomes for mutual clients/patients and include social determinants of health metrics in the evaluation of the homelessness system and the equity of that system.

- Establishment of health outcome improvement strategies
- # of social determinant of health metrics tracked in County homeless service programs

Improvements to tracking this action step include:

- Defining what “counts” as an equity metric.
- Documenting the # of equity metrics by contract and program.
- Creating a time bound action step – establishing by when the equity inventory needs to be addressed.

| Action Plan Performance Management Proposed Metrics | | |
|---|---|--|
| Key Driver: Equity | | Lead Department: Office of Homeless Solutions (OHS) |
| <i>Action Plan Recommendation: Establish or adapt tools, policies, and practices to support equity countywide in collaboration with other County departments.</i> | Countywide Performance Evaluation Recommendations | |
| Progress Milestones in Action Plan | Recommended Metrics or Evidence | Performance Measurement Considerations |
| Complete annual equity analysis as part of the Framework beginning in Fiscal Year 2023-24, and in partnership with OERJ set ambitious, but practical, schedule for reoccurring equity analysis. | <ul style="list-style-type: none"> - Completion of an equity analysis by Fiscal Year 2024 - Target dates for reoccurring annual equity analysis reports | Once the initial equity analysis is complete, the schedule for reoccurring annual analysis can be established. |
| Establish mutual agreement on framework, department responsibilities, and method of analysis. | <ul style="list-style-type: none"> - Completion of an equity framework that identifies department responsibilities and method of analysis - Target dates for the completion of the equity framework | Improvements to tracking this milestone include: <ul style="list-style-type: none"> • Defining which stakeholders need to agree to a framework, department responsibilities, and method of analysis. • Creating a time bound milestone– establishing by when the equity framework should be completed. |

Appendix D: Stakeholder Interviews

During the weeks of 5/27, 6/3, and 6/10, Deloitte conducted **15 interviews with 33 stakeholders.**

- Health and Human Services Agency (HHSA) – Office of Homeless Solutions (OHS)
- HHSA – Behavioral Health Services (BHS)
- HHSA – Housing and Community Development Services (HCDS)
- HHSA – Medical Care Services (MCS)
- Land Use & Environment Group (LUEG) – Parks and Recreation
- LUEG – Public Works
- Public Safety Group (Group Interview) –
 - Probation Department
 - Sheriff’s Office
 - Officer of the Public Defender
 - District Attorney’s Office
- **Libraries**
 - Office of Evaluation, Performance, and Analytics (OEPA)
 - County Housing Blueprint Project Representatives
 - Regional Task Force on Homelessness (RTFH)
 - Service Provider Interview: PATH
 - Service Provider Interview: PATH (El Cajon Public Library)
 - Service Provider Interview: Equus
 - County Medical Care Services (MCS)

Deloitte analyzed the qualitative data gleaned from the stakeholder interviews to **highlight themes and provide considerations for the County** in the Assessment Report.

What County of San Diego programs (both County delivered and contracted) are key to preventing and addressing homelessness?

How is the County using existing evidence to measure program effectiveness and return on investment?

What additional programs, services, contracting, and funding opportunities should the County be considering?

What are the main regulatory challenges at the State and Federal levels that interfere with the ability to serve the unhoused in the County of San Diego?

How can the County collaborate with local partners and jurisdictions to achieve better outcomes?

Closing Thoughts: What can the County do better and what other thoughts on homelessness does the County have?

Appendix E:

Reporting Period and Future Funding Sources

Active

At-Risk

Sunsetting

Key

| | Funding Sources | | | | | | | | |
|---|---------------------------|---------------------------|----------|----------------------------|------------------------------|------------------------|-----------------|-----------------------------|-------------------------|
| Program | SB678 (Probation Only) | AB109 (Probation Only) | Pretrial | Young Offender Block Grant | Justice-Involved Individuals | In-Kind Time Donations | Sheriff Funding | Grant from Judicial Council | General Purpose Revenue |
| Living Life Solutions (LLS) | ✓ | ✓ | | | | | | | |
| Next Step Sober Living (NSSL) | ✓ | ✓ | ✓ | | | | | | |
| Restoring Citizens | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| San Diego Second Chance | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Interfaith Community Services (2/2) | ✓ | ✓ | | ✓ | ✓ | | | | |
| Foundations in Recovery | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| R&R Sober Living | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Homeless Court (HC) | | | | | | ✓ | | | |
| Homeless Assistance Resource Team (HART) | | | | | | | ✓ | | |
| Pop Up Mobile Court for Homeless Outreach (MC4HO) | | | | | | ✓ | | | |
| Housing Navigators Program (HNP) | | | | | | | | ✓ | ✓ |
| Home Start: Housing Navigator (HSHN) | | | | | | | | | ✓ |

Active

At-Risk

Key

Sunsetting

| | Funding Sources | | | | | | | | |
|---|-----------------|-----|-------|-----|------|------|-----|------------------------|-------------------------|
| Program | ARPA | HUD | HOPWA | EHV | VASH | HHAP | ESG | HCD No Place Like Home | General Purpose Revenue |
| Josue Homes (HOPWA) | | ✓ | ✓ | | | | | | |
| Emergency Housing Vouchers (EHV) | | ✓ | | ✓ | | | | | |
| Veteran Affairs Supportive Housing Program (VASH) | | ✓ | | | ✓ | | | | |
| Housing Navigation & Case Management Services (HNCMS) | ✓ | | | | | | | | ✓ |
| Landlord Incentive Program (LIP) | | ✓ | | | | ✓ | | | ✓ |
| Rotational Shelter Program | | ✓ | | | | | ✓ | | |
| Inclement Weather Program (IWP) | | | | | | | | | ✓ |
| Haven Interim Housing | | ✓ | | | | | ✓ | | |
| Regional Homeless Prevention & Rapid Re-housing Program | | ✓ | | | | | ✓ | | |
| Mainstream | | ✓ | | | | | | | |
| No Place Like Home (NPLH) | | | | | | | | ✓ | |

| | Funding Sources | | | | | | | | | |
|---|-----------------|------|------|---------|------|------|------|-----|-----|-------------------------|
| Program | ARPA | HOME | HHAP | Prop 47 | CESH | CDSS | TANF | ESG | PRK | General Purpose Revenue |
| Community Care Coordination Re-Entry Support (C3RES) | | | | ✓ | | | | | | ✓ |
| Community Care Coordination for Veterans (C3V) | | | | | | | | | | ✓ |
| Community Care Coordination Straight to Home (C3STH) | | | ✓ | | | | | | | |
| Magnolia Safe Parking Program (MSPP) | ✓ | | | | | | | | | |
| Housing and Disability Advocacy Program (HDAP) | | | | | | ✓ | | | | |
| Regional Task Force on the Homeless (RTFH) – Flexible Housing Pool (FHP) | | | | | ✓ | | | | | |
| OHS Regional Homeless Services – Homeless Outreach and Case Management (HOCM) | | | | | | | ✓ | | | ✓ |
| Harmony Cleanup and Abatement (HCA) | ✓ | | | | | | | | | |

Key

Active

At-Risk

Sunsetting

| Funding Sources | | | | | | | | | | |
|---|------|------|------|---------|------|------|------|-----|-----|-------------------------|
| Program | ARPA | HOME | HHAP | Prop 47 | CESH | CDSS | TANF | ESG | PRK | General Purpose Revenue |
| YMCA – Housing Our Youth (HOY) | | | ✓ | | | | | | | |
| Local Rental Subsidy Program (LRSP) | | | ✓ | | | | | | | |
| Specialized Funding for Imminent Needs (SFIN) | ✓ | | | | | | | | | |
| LGBTQ+ Wrap Around Services (WAS) | ✓ | | | | | | | | | |
| Innovative Housing and Services for LGBTQ+ | ✓ | | | | | | | | | |
| Regional Homeless Assistance Program (RHAP) | ✓ | | | | | | | ✓ | ✓ | ✓ |
| Pilot Shallow Rental Subsidy Program (SRSP) | ✓ | | | | | | | | | ✓ |
| Home Safe | | | | | | ✓ | | | | |
| Harmony Cleanup and Abatement | ✓ | | | | | | | | | |

Key

Active

At-Risk

Sunsetting

Active

At-Risk

Sunsetting

| | Funding Sources | | | | |
|--|-----------------|------|-------------------------|------|-------------------------|
| Program | ARPA | MHSA | AB109 AB117 Realignment | CDSS | General Purpose Revenue |
| Public Health Nurses (Foot PODs) | | | | | ✓ |
| San Diego Homeless Outreach Program (SD-HOP) | | ✓ | ✓ | | |
| Bringing Families Home (BFH) | | | | ✓ | |
| Community Harm Reduction Team (C-HRT) | ✓ | | ✓ | | |

| Funding Sources | | |
|---|------|-------------------------|
| Program | ARPA | General Purpose Revenue |
| Cleanup and Sanitation Program (CSP) | | ✓ |
| Homeless Patrols, Clean Up and Outreach | | ✓ |
| Harmony | ✓ | |

Appendix E:

Recommended Future Funding Sources

Future Funding Opportunities | Federal Grants*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|--|--|---|---|--|---|
| U.S. Department of Housing and Urban Development (HUD) | Eviction Protection Grant Program (EPGP) | \$500K - \$2.5M 8/20/2024 | No | Root Cause & Upstream Prevention | Funding for nonprofit organizations and government entities to provide no cost legal assistance to low-income tenants at risk or subject to eviction. Eviction Protection Grant Program (EPGP) |
| | Youth Homelessness Demonstration Program (YHDP) | \$600K - \$15M 8/29/2024 | County not eligible applicant this round | All | HUD will select up to 25 communities to participate in the Youth Homelessness Demonstration Program (YHDP) to develop and execute a coordinated community approach to preventing and ending youth homelessness. Youth Homelessness Demonstration Program (YHDP) |
| | Home Investment Partnerships Program (HOME) <i>Entitlement Jurisdictions</i> | Annual Allocation \$2,870,446 in program year 2024 | Yes County receives annual funding | Permanent Housing & Support | Funding for the creation and retention of affordable housing for lower-income renters, homebuyers, or homeowners by funding tenant assistance, or single- or multi-family acquisition and/or rehabilitation or new construction. Home Investment Partnerships Program (HOME) |
| | Emergency Solution Grants Program <i>Formula Grants for Participating Jurisdictions</i> | Annual Allocation \$371,576 in program year 2024 | Yes County receives annual funding | Emergency/ Interim Housing and Resources; Services, Treatment & Outreach | Funding to: Engage homeless individuals and families living on the street; Improve the number and quality of emergency shelters for homeless individuals and families; Help operate these shelters; Provide essential services to shelter residents; Rapidly re-house homeless individuals and families; and Prevent families and individuals from becoming homeless. ESG: Emergency Solutions Grants Program - HUD Exchange |
| | Continuum of Care (CoC) Builds | \$1M - \$10M 11/21/2024 | County cannot apply alone and can explore | Permanent Housing & Support | Funding to address and reduce homelessness by adding new units of permanent supportive housing (PSH) through new construction, acquisition, or rehabilitation through one-time INSIDE awards under the CoC program. Continuum of Care (CoC) Builds |
| Health Resources and Services Administration (HRSA) | New Access Points (NAP) | Up to \$50M 8/15/2024 | No County indicated not a fit | Services, Treatment & Outreach | Funding for new health center service delivery sites to expand affordable, accessible, and high-quality primary health care for underserved communities and populations. New Access Points (NAP) |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | Federal Grants*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|---|--|---|---|---|---|
| U.S. Department of Education (DOE) | Promise Neighborhoods (PN) Program | Up to \$500K 9/10/2024 | No County not a fit but will support school partner applicants | Root Cause & Upstream Prevention | Funding to significantly improve the academic and developmental outcomes of children and youth living in the most distressed communities of the United States, including ensuring school readiness, high school graduation, and access to a community-based continuum of high-quality services. Promise Neighborhoods (PM) Program |
| U.S. Department of Health and Human Services (HHS) | Runaway and Homeless Youth Programs (5 Programs) | Applications closed June 2024, but will re-open next year | No Not currently open; County can explore in future years | Root Cause & Upstream Prevention Services, Treatment & Outreach | Funding for multiple programs in support of street outreach, emergency shelters and longer-term transitional living and maternity group home programs to serve and protect these young people. Five programs are available: Prevention Demonstration, Basic Center, Transitional Living, Street Outreach, and Maternity Group Home. Runaway and Homeless Youth Programs (5 Programs) |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – HCD*

| Agency | Program | Amount / Due Date | Potential Framework Investment | Previously granted to SD County / County Info | Opportunity |
|--|---|--|---|---|---|
| CA Department of Housing and Community Development (HCD) | Emergency Solutions Grants (ESG) Program Entitlement/ Participating Jurisdictions | County received \$450K in 2023 | Emergency / Interim Housing and Resources | Yes County receives an annual funding allocation | Funding for housing services support – rapid re-housing, street outreach, emergency shelters, homelessness prevention. Emergency Solutions Grants (ESG) Program |
| | Homeless Housing & Assistance Program (HHAP) Grants – Round 6 | June Budget Revision allows for \$1B in round 6 NOFA TBA | All | Yes County received rounds 1-5 and will apply for future rounds of funding | Grants for local jurisdictions to support regional coordination and local homelessness response to address challenges and increase permanent housing solutions for individuals and families experiencing homelessness. Homeless Housing & Assistance Program (HHAP) Grants – Round 6 |
| | Local Housing Trust Fund (LHTF) Program | \$500K - \$1M depending on applicant status Portal Open 8/20/2024 – 9/17/2024 Applications due 9/17/2024 NOFA released July 9 | Permanent Housing & Support | No County cannot apply without obtaining a matching funding source | Matching grants (dollar for dollar) to local housing trust funds that are funded on an ongoing basis from both private and public contributions or public sources. (eligibility for this program is contingent on a perennial funding source dedicated to housing) Local Housing Trust Fund (LHTF) Program |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – HCD (cont.)*

| Agency | Program | Amount / Due Date | Potential Framework Investment | Previously granted to SD County / County Info | Opportunity |
|--|--|--|---|---|--|
| CA Department of Housing and Community Development (HCD) | Excess Sites Local Government Matching Grants Program (LGMG) | Up to \$10M, 2024 NOFA available July 2024 | Permanent Housing & Support | No This is an opportunity for developers in the region. | Grant-based funding to match certain local government funding for selected developers for predevelopment and development of affordable housing on excess state sites. Excess Sites Local Government Matching Grants Program (LGMG) |
| | National Housing Trust Fund (NHTF) | \$39M (Application deadline for 2025 not announced.) | Permanent Housing & Support | No County would need to be the developer or demonstrate site control | Funding to increase and preserve the supply of decent, safe, and sanitary affordable housing for Extremely Low- and Very Low-Income households. The intent of the NHTF Program is to complement existing federal, state, and local efforts to increase and preserve the supply of decent, safe, and sanitary affordable housing for Extremely Low- and Very Low-Income households. National Housing Trust Fund (NHTF) |
| | CalHome Program | Rolling through 6/30/27 Available: \$296B | Permanent Housing & Support | Yes County is pursuing | Funding for housing-related projects and programs that assist in addressing the unmet housing needs of their local communities. CalHome Program |
| | Transitional Age Youth (TAY) Program | Received \$1.5M last round | Root Cause & Upstream Prevention | Yes | Funding to prevent homelessness and secure and maintain housing for young adults aged 18 to 24 years, inclusive, with priority given to those currently or formerly in the foster care or probation systems. Transitional Age Youth (TAY) Program |
| | Family Homelessness Challenge (FHC) Grant | Round 2 announced in 12/2023, \$15M awarded to 8 cities/counties | County was not eligible for Round 2; only available to Round 1 awardees | No | Grants for local jurisdictions to support the development and acceleration of innovative programs that expand promising practices and create solutions to address and end family homelessness. Family Homelessness Challenge (FHC) Grant |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – DHCS*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|---|---|--|--|--------------------------------|---|
| CA Department of Health Care Services (DHCS) <i>*County of San Diego has already developed a plan for pursuing Proposition 1 funding and presented this to the Board</i> | Proposition 1 Round 1 (2024): Launch Ready | \$1.5B (Round 1) \$1.8B (Round 2) | No County is pursuing | Services, Treatment & Outreach | <p>Voter-approved funds to build/refurbish mental health treatment centers. Expand the behavioral health continuum to provide appropriate care to those experiencing mental health conditions and substance use disorders. The new law includes two parts: the Behavioral Health Services Act (BHSA) and a \$6.4 billion Behavioral Health Bond for community infrastructure and housing with services.</p> <p>San Diego County is already planning to utilize Round 1 of the funding to identify permanent behavioral health capital projects that would benefit, research future projects, and establish additional behavioral health infrastructure to support people with mental health and substance use needs who are Medi-Cal eligible. The County has identified facilities in need of renovation that will benefit from funding and started extensive planning efforts with a planning update to the Board.</p> <p>Proposition 1 Round 1 (2024): Launch Ready</p> |
| | Proposition 1 Behavioral Health Services Act Overview | Based on the current Mental Health Services Act allocation methodology outlined in Behavioral Health Information Notice No: 23-061 ~\$950M for housing only | Yes, under MHSA prior to Proposition 1 County will pursue | All | <p>There is a high degree of flexibility in how Counties currently use Mental Health Services Act (MHSA) funds for housing and housing supports to meet the needs of people who have behavioral health conditions and who are experiencing or at risk of homelessness. Under Prop. 1 BHSA, there will be a shift in allocation components beginning in 2026. Several parts of the MHSA can be used for housing in a county’s 2023-26 plan, including:</p> <div><ul style="list-style-type: none">Community Services and Supports (CSS)Full-Service Partnership (FSP)General System Development (GSD)Outreach and EngagementHousing Assistance<ul style="list-style-type: none">Mental Health Services Act Housing ProgramNo Place Like Home (NPLH)Prevention and Early InterventionInnovation FundsCapital Facility & Technological Needs (CFTN)</div> <p>Proposition 1 Behavioral Health Services Act Overview</p> |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, admin costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – DHCS (cont.)*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|--|--|---|--|--------------------------------|--|
| CA Department of Health Care Services (DHCS) | CalAIM Providing Access and Transforming Health Initiative (PATH - Cited) | Program timeline (2022 – 2027); round 4 not announced | Yes | | <p>PATH refers to the following aligned programs and initiatives:</p> <ul style="list-style-type: none"> • Support for Implementation of Enhanced Care Management and Community Supports. PATH will support the expansion of the capacity and infrastructure needed to implement Enhanced Care Management and Community Supports and increase access to services statewide. This involves four integrated initiatives: <ul style="list-style-type: none"> • Technical Assistance Initiative: PATH provides a virtual “marketplace” that offers hands-on technical support and off-the-shelf resources from vendors to establish the infrastructure needed to implement Enhanced Care Management and Community Supports. • Collaborative Planning and Implementation Initiative: PATH funds regional collaborative planning and implementation efforts among managed care plans, providers, CBOs, county agencies, public hospitals, tribes, and others to promote readiness for Enhanced Care Management and Community Supports. • Capacity and Infrastructure Transition, Expansion, and Development (CITED) Initiative: PATH funds provide direct funding to support the delivery of Enhanced Care Management and Community Supports services. Entities, such as providers, CBOs, county agencies, hospitals, tribes, and others that are contracted or plan to contract with a managed care plan can apply to receive funding for specific capacity needs to support the transition, expansion, and development of these specific services. <p>CalAIM Providing Access and Transforming Health Initiative (PATH - Cited)</p> |
| | Authorized under California's Medi-Cal Section 1115 Waiver CalAIM Funding Supports: •Housing Transition Navigation Services •Housing Deposits •Housing Tenancy and Sustaining Services •Short-Term Post Hospitalization Housing •Recuperative Care (Medical Respite) •Respite Services •Personal Care and Homemaker Services •Medically Tailored Meals or Medically Supportive Food | Round 3 closed March 2024 Total: \$1.85B over five years \$1.5B (Round 1) \$1.8B (Round 2) Round 4 expected to open in October 2024 | County did receive this funding in 2023 County intends to apply for grant funding | Permanent Housing & Support | |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, admin costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – DHCS (cont.)*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|--|---|---|---|--|--|
| CA Department of Health Care Services (DHCS) | Behavioral Health Bridge Housing Program (BHBH) | Round 3 announced July 30, 2024 \$132.5M awarded | Yes \$12,400,000 awarded in Round 3 | Services, Treatment and Outreach | Through the Behavioral Health Bridge Housing (BHBH) Program, the California Department of Health Care Services (DHCS) will provide over a billion dollars in funding to county behavioral health agencies and Tribal entities to operate bridge housing settings to address the immediate housing needs of people experiencing homelessness who have serious behavioral health conditions, including serious mental illness (SMI) and/or substance use disorder (SUD). |
| | | Round 4 TBA | Funding received in 2023 and 2024 | Emergency/ Interim Housing and Resources | <p>The BHBH Program will be implemented in alignment with the Community Assistance, Recovery, and Empowerment (CARE) Program, which prioritizes BHBH Program resources for CARE participants.</p> <p>BHBH represents a major investment in ending homelessness in California. In 2023, point-in-time estimates of homelessness conducted nationwide revealed that almost half (49%) of Americans experiencing unsheltered homelessness are in California. (The California count identified 123,423 persons, and the national count identified 233,854.) Serious behavioral health conditions are prevalent among people experiencing homelessness in California: 27,774 (24.0%) reported having serious mental illness (SMI), and 28,999 (25.1%) reported a substance use disorder (SUD). However, because these figures rely on self-reports, the prevalence of SMI and SUD may be significantly higher. Serious behavioral health conditions (SMI and SUD) can pose a significant obstacle to exiting homelessness and establishing housing stability.</p> <p>Behavioural Health Bridge Housing Program (BHBH)</p> |

*Funding applications can be subject to many strategic decisions/factors such as: developer and non-profit applications, admin costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | State Grants – Other*

| Agency | Program | Amount / Due Date | Previously granted to SD County / County Info | Potential Framework Investment | Opportunity |
|---|---|---|--|--------------------------------|--|
| Bureau of Justice Assistance (BJA) | National Community Courts Initiative | Up to \$900K Closed, but opens annually | No County indicated may not be a fit | Diversion & Mitigation | Funding to support efforts by state and local governments to establish and enhance community courts in their jurisdictions. National Community Courts Initiative |
| CA Strategic Growth Council (SGC) CA Strategic Growth Council | Housing | Year round | No County may not be a fit; developers are eligible | Permanent Housing & Support | The Strategic Growth Council has grant programs with funding availability announced year-round in the following areas: Affordable Housing and Sustainable Communities, Community Resilience Centers, and Transformative Climate Communities. One of the Council's main priorities is to make funding easy to access and to promote equitable access to decarbonized housing for low-income communities. CA Strategic Growth Council |
| | Affordable Housing and Sustainable Communities (AHSC) | Up to \$35M, Round 9 inquiries are being accepted now through late Fall 2024. | No County indicated may not be a fit | Permanent Housing & Support | Funding for the construction of affordable housing and nearby transportation components across the state of California. CA Strategic Growth Council |
| | Community Resilience Centers (CRC) | Already awarded for 2024 \$100M awarded in round 1 | No County indicated may not be a fit | Permanent Housing & Support | SGC's CRC program will fund new construction and upgrades of neighborhood-level resilience centers to provide shelter and resources during climate and other emergencies. The program will also fund year-round services and ongoing programming that build overall community resilience. CA Strategic Growth Council |

*Funding applications can be subject to many strategic decisions/factors such as: County applications compete with developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | National and Local Foundations*

| Foundation | Program | Amount / Due Date | Potential Framework Investment | Previously granted to SD County / County Info | Opportunity |
|-------------------------------|--|---|---|---|---|
| Siemer Institute | Housing Navigation | Not announced | Emergency / Interim Housing and Resources | No | Funds 36 state programs that provide resources to families in need and highlight the importance of housing stability. As of December 2023, the Siemer Institute helped partner communities house more than 100,000 individuals and families. Siemer Institute – Housing Navigation |
| Tomberg Family Philanthropies | Poverty Alleviation | Funding cycle opens July 22, 2024 | Root Cause & Upstream Prevention | No County indicated may not be a good fit as funding amount may be too low | Funds programs that support Poverty Alleviation, Education, Health, and the Environment. Tomberg Family Philanthropies – Poverty Alleviation |
| Common Spirit | Health Improvement Grants | 2025 funding cycle open between June 17 to August 16, 2024 | Services, Treatment & Outreach | No County did not apply – will consider future funding cycles | Strengthen collaborative health improvement systems. Partners with CalAIM-funded programs. Common Spirit – Health Improvement Grants |
| Teichert Foundation | Rehabilitation and Health Services Community and Social Services Youth and Elderly | Yearly: 2024 Cycle 1: January 2 – February 2 Cycle 2: July 2 – August 1 | All | No County indicated may not be a good fit | Youth Homelessness outreach and prevention. Housing Support. Elderly Homelessness outreach and prevention. Teichert Foundation – Rehabilitation and Health Services Community and Social Services Youth and Elderly |

*Funding applications can be subject to many strategic decisions/factors such as: County applications compete with developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | National and Local Foundations*

| Foundation | Program | Amount / Due Date | Potential Framework Investment | Previously granted to SD County / County Info | Opportunity |
|---------------------------------|--|--|---|---|--|
| Robert Woods Johnson Foundation | Advancing Disability Justice in Public Health Pioneering Ideas: Exploring the Future to Build a Culture of Health | Release date August 1, 2024 Open Application Deadline | Services, Treatment & Outreach; Permanent Housing & Support | No County plans to pursue | Governmental public health (GPH) is a fundamental system for protecting and improving population health in all communities. This system works toward preventing and eliminating health inequities while responding and meeting emergency and emergent needs. Reducing barriers to health care. Creating public health equity. Robert Woods Johnson Foundation – Advancing Disability Justice in Public Health Pioneering Ideas: Exploring the Future to Build a Culture of Health |
| Citi Foundation | Global Innovation Challenge – Homelessness | 2025 challenge expected to be announced in January 2025. | All | No County plans to explore funding | Provide catalytic funding to organizations working in novel ways to address homelessness. Past funded projects: Piloting or scaling a program that prioritizes stable housing as a first step, follow by connecting individuals and communities to additional support services such as medical and mental health services, counseling or job training. Citi Foundation – Global Innovation Challenge: Homelessness |
| Hearst Foundations | Social Services | Year-round rolling applications | Permanent Housing and Support | No County is ineligible – only available for non-profits; County can raise awareness with partners | Affordable Housing. Hearst Foundations – Social Services |

*Funding applications can be subject to many strategic decisions/factors such as: County applications compete with developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Future Funding Opportunities | Private Philanthropic Foundations*

| Foundation | Program | Amount / Due Date | Potential Framework Investment | Previously granted to SD County / County Info | Opportunity |
|--------------------------------------|---|--|--------------------------------|---|---|
| MacArthur Foundation | Homelessness 100&Change History of multiple homelessness programs in the past | \$100M May 22 to August 14, 2024 | | No County indicated may not be a good fit | 100&Change is a competition for a single \$100 million grant to help solve one of the world's most critical social challenges. The third round of <i>100&Change</i> remains open to organizations and collaborations working in any field, anywhere in the world. Proposals must identify a problem and offer a solution that promises significant and durable change. MacArthur Foundation – Homeless 100&Change |
| Lucky Duck Foundation | Senior subsidies and housing, youth and emergency shelter | Not listed. All donations up to \$1.5M are matched by the founders | All | County has relationships and is actively monitoring for opportunities | The foundation raised money and supports project for the homeless in San Diego County. Services provided include emergency shelter, food, sleeping bags, trash removal, job and employment training, and senior subsidies for those at risk of losing housing. Lucky Duck Foundation – Senior subsidies and housing, youth and emergency shelter |
| Funders Together to End Homelessness | A network of funders that support programs for the homeless | Not listed | All | County has relationships and is actively monitoring for opportunities | Funders together is a group of philanthropic foundations that collaborates and advocates for homeless programs. They focus on a systemic approach to end homelessness by addressing underlying causes and mobilizing financial capital together. Funders Together to End Homelessness – A network of funders that support programs for the homeless |

*Funding applications can be subject to many strategic decisions/factors such as: County applications compete with developer and non-profit applications, administrative costs can outweigh potential awards, and all funding is subject to state and federal budget negotiations, revisions, and/or discussions.

Appendix F:

Considerations for Funding Maximization

Optimizing the use of grant funds to achieve the greatest possible impact and value for the recipient organization involves a combination of effective planning, management, and utilization of grant resources.

| Fund Management Category | Fund Management Action Steps | <p><i>Optimizing the use of grant funds to achieve the greatest possible impact and value for the recipient organization involves a combination of effective planning, management, and utilization of grant resources. These categories and action steps represent best practices used by organizations with highly mature fund management operations.</i></p> |
|------------------------------------|---|--|
| Timeline Tracking | Capture critical dates for deadlines and milestones, e.g., <ul style="list-style-type: none"> – Upcoming new funding availability – Application submission/renewal deadlines – Financial reporting milestones – Extensions, if applicable – Funding sunset dates | |
| Program Governance & Oversight | Define governance structure Update/ Establish fund management policies & procedures Integrate coordination with relevant stakeholders | |
| Fund Requirements and Dependencies | Outline fund obligation & accounting processes Capture restrictions on personnel, activities and allowable costs Define expenditure review processes | |
| Budgeting & Planning | Document program budgets Compile budget forecasting Review Expenditures for Eligibility/ Allowability | |
| Monitoring of Program Performance | Manage program/project activities Monitor subrecipient activities | |
| Data Collection & Reporting | Identify key performance indicators Identify Required Progress Reports Identify Required Programmatic Audits | |
| Fund Allocation Leverage | Identify programs/projects supported by two or more funding sources Indicate if funding is braided or sequential <ul style="list-style-type: none"> – Braided: Two or more funding sources support a unique expenditures or activities within a single program or project – Sequential: Two or more funding sources support the totality of a single program or project; however, a supporting funding source is only utilized after the funds in the primary funding source have been fully expended. <p>Note: Sequential funding is not a comingling of funds. It is the utilization of one funding source after the proceeding funding source is exhausted.</p> | |

Appendix G:

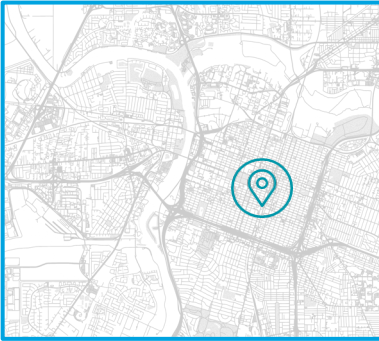
Best Practices and Benchmarks

Overview and County Comparisons in California

Shared Context in California

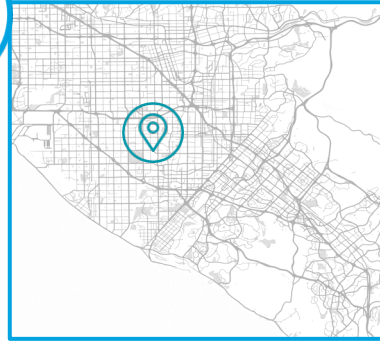
Common themes for addressing homelessness through the State of California

01



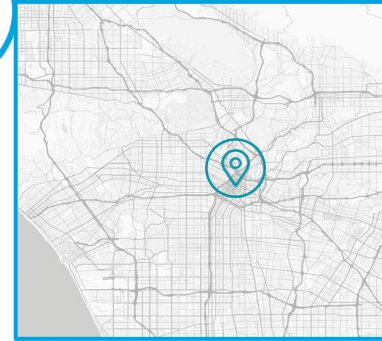
Sacramento County, CA

02



Orange County, CA

03

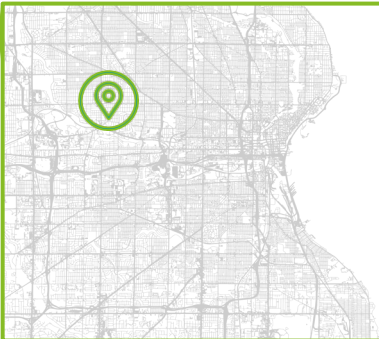


Los Angeles County, CA

Bright Spots Beyond California

Innovative best practices on homelessness seen in counties like San Diego

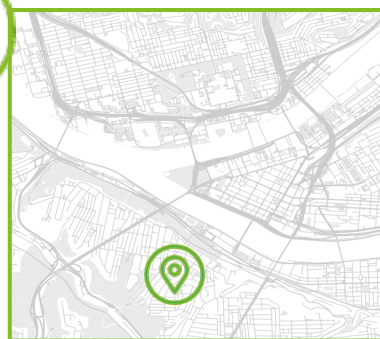
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Milwaukee County, WI

Using data to gain predictive insight around homelessness

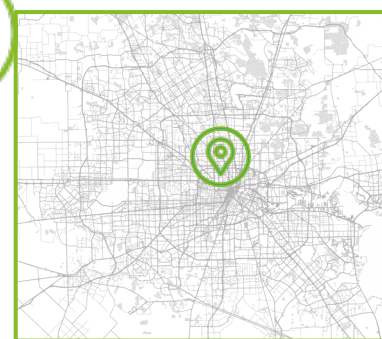
05



Allegheny County, PA

Innovative disruptive strategy to resolve homelessness

06



Harris County, TX

Housing First approach to significantly reduce homelessness

California Homelessness Overview

Since 2019, the State of California has seen a rise in dedicated funding to address homeless across the state in key areas. However, a budget crisis and lack of insight into data threatens to sub-optimize progress.

BUDGET CRISIS¹

An estimated \$68B budget deficit has prompted reducing funding for services critical to addressing homelessness to include:

- \$1.2B for homelessness and housing, including \$474M from an anti-foreclosure program to preserve existing affordable housing.
- \$94.7M by shutting down an in-home service care program that serves 14,000 low-income, undocumented immigrants with disabilities.
- \$352.5M in funding for state and local public health and \$189.4M from mental health services fund.

HOMELESS AUDIT²

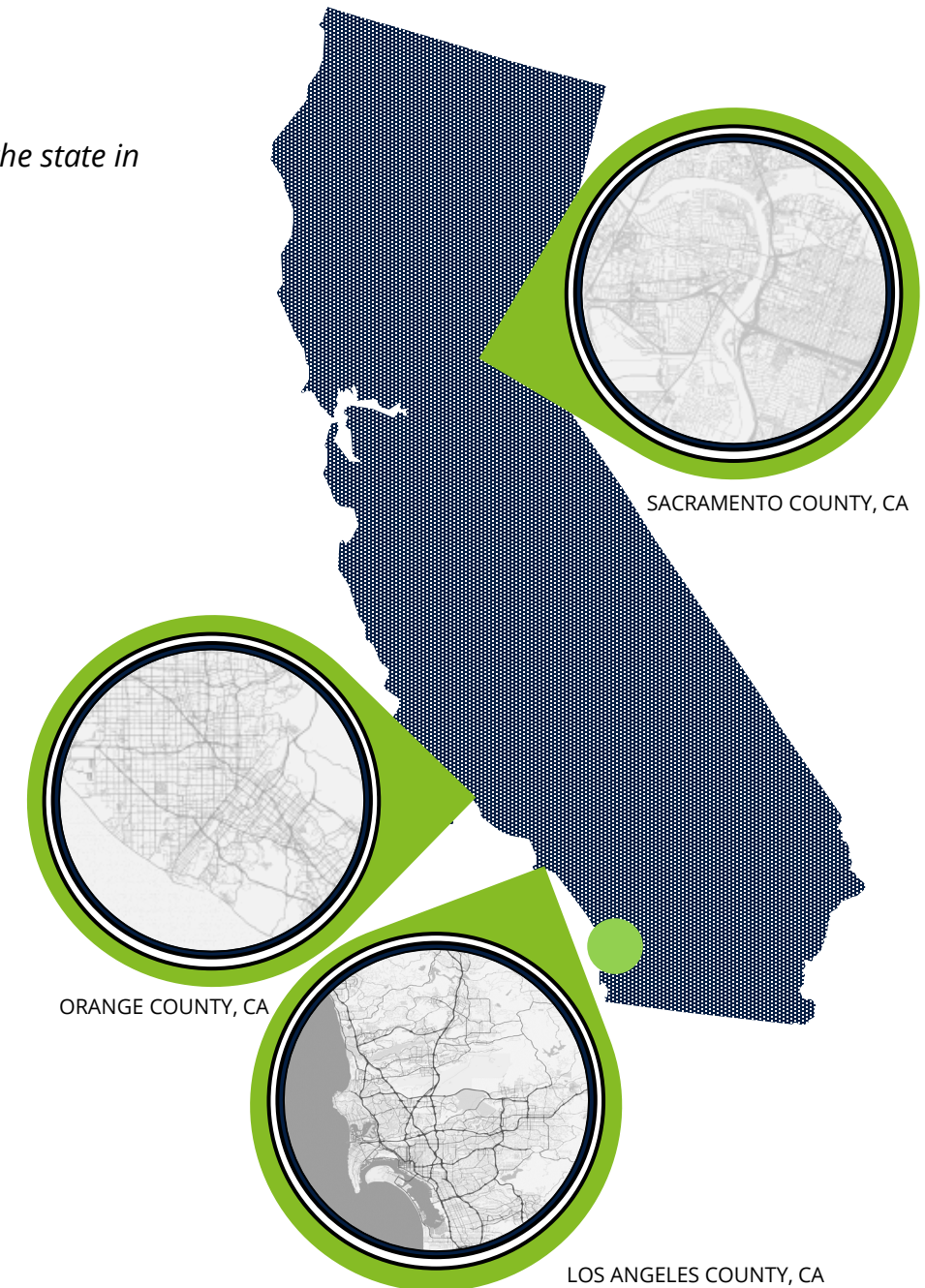
An April 2024 California Homelessness Audit depicted “a data desert” that would lead to significant challenges in deriving data and insight into the state’s homelessness community. The audit analyzed five programs that received a combined \$13.7B in funding.

AFFORDABLE HOUSING MANDATE

In 2021 Governor Newsom signed legislation establishing affordable housing mandates for local governments that carried stiff penalties for missing key goals. Tensions between the state and local governments over that legislation have slowed the development of affordable housing and put locally determined zoning laws at risk. Continued resolution of these issues is necessary to meet the capacity needed to address the homelessness issue.

¹ Source: California Legislative Analyst's Office, *The 2024-25 Budget: California's Fiscal Outlook (2024)*

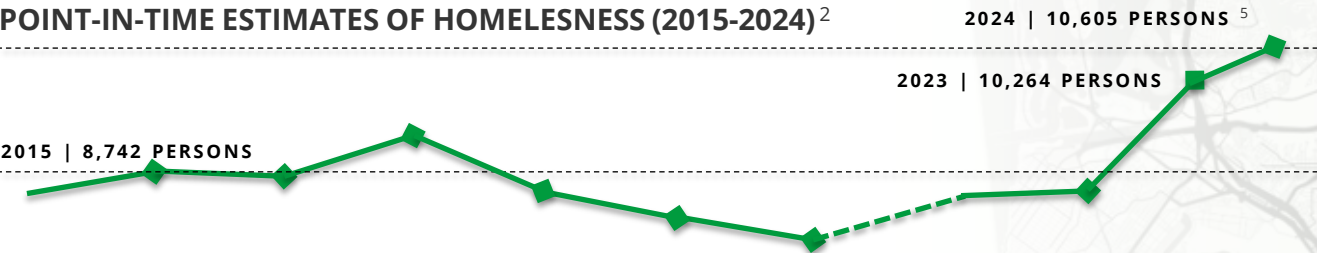
² Source: California State Auditor, *Homelessness in California (2024)*



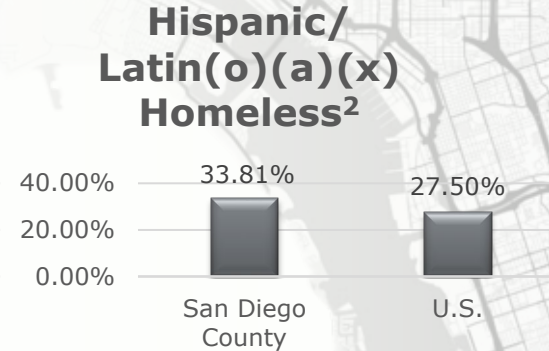
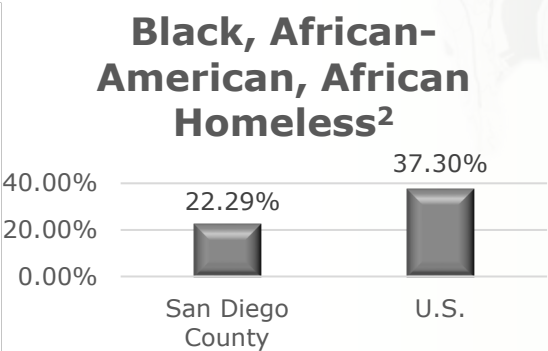
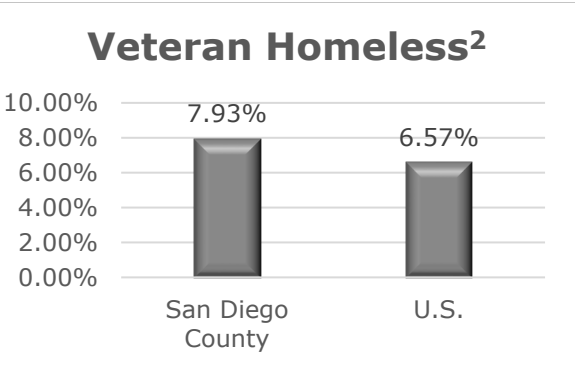
Snapshot: San Diego County, CA



POPULATION: 3.27 M¹
CoC: San Diego City and County CoC (CA-601)
LEAD AGENCY: Regional Task Force on Homelessness
FY23 HUD TOTAL AWARD to CoC: \$37.07M⁴



2023 UNSHELTERED PERSONS: 5,171² (50%) | **2023 SHELTERED PERSONS:** 5,093² (50%)
2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 6,267 beds³, **PERMANENT :** 11,862 beds³



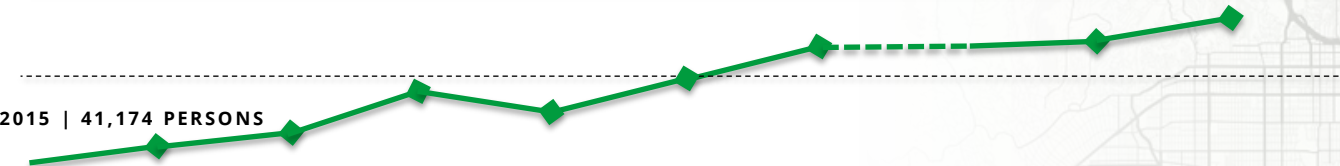
¹Source: US Census Bureau Quick Facts, Population Estimates (2023)
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.
⁵Source: Regional Taskforce on Homelessness (2024) 2024 PITC- Regional and Cities Breakdown
* Unsheltered is an estimation derived from shelter counts in report.

Snapshot: Los Angeles County, CA

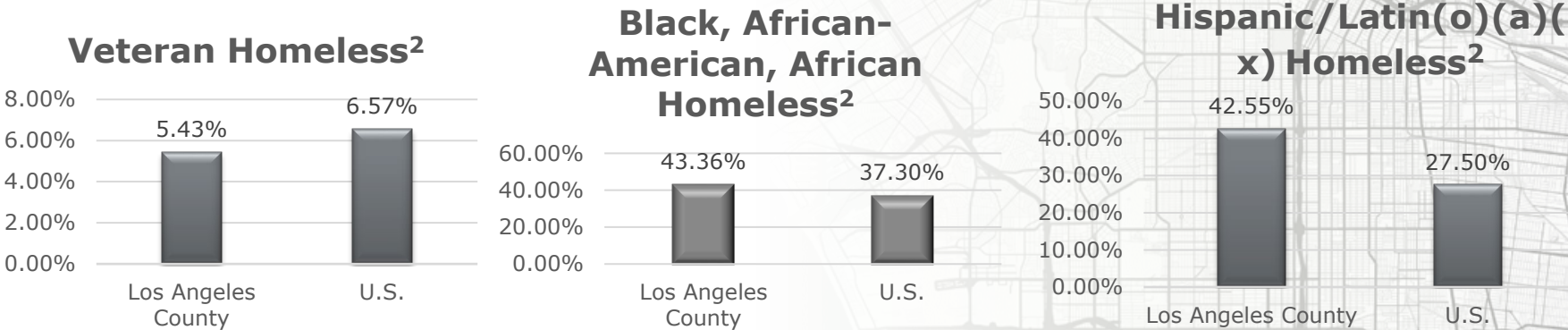


POPULATION: 9.66 M¹
CoC: Los Angeles City and County CoC (CA-600)
LEAD AGENCY: Los Angeles Homeless Services Authority
FY23 HUD TOTAL AWARD to CoC: \$188.90 M⁴

POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2024)² 2023 | 71,320 PERSONS



2023 UNSHELTERED PERSONS: 52,307² (73%) | **2023 SHELTERED PERSONS:** 19,013² (27%)
2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 24,898 beds³, **PERMANENT :** 34,214 beds³



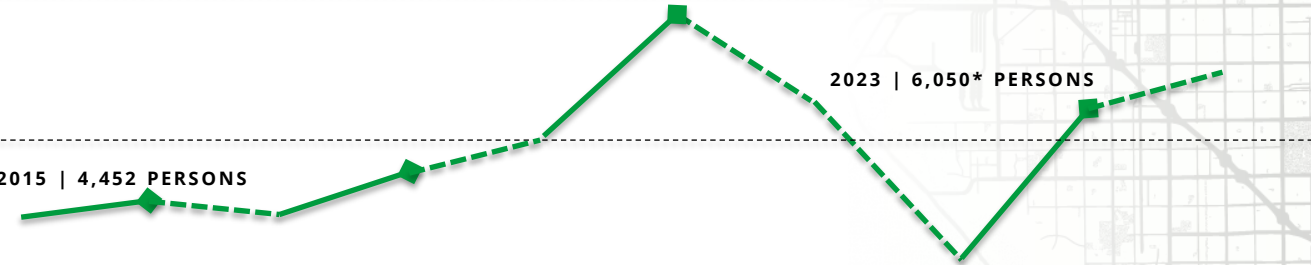
¹Source: US Census Bureau Quick Facts, Population Estimates (2023).
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

Snapshot: Orange County, CA



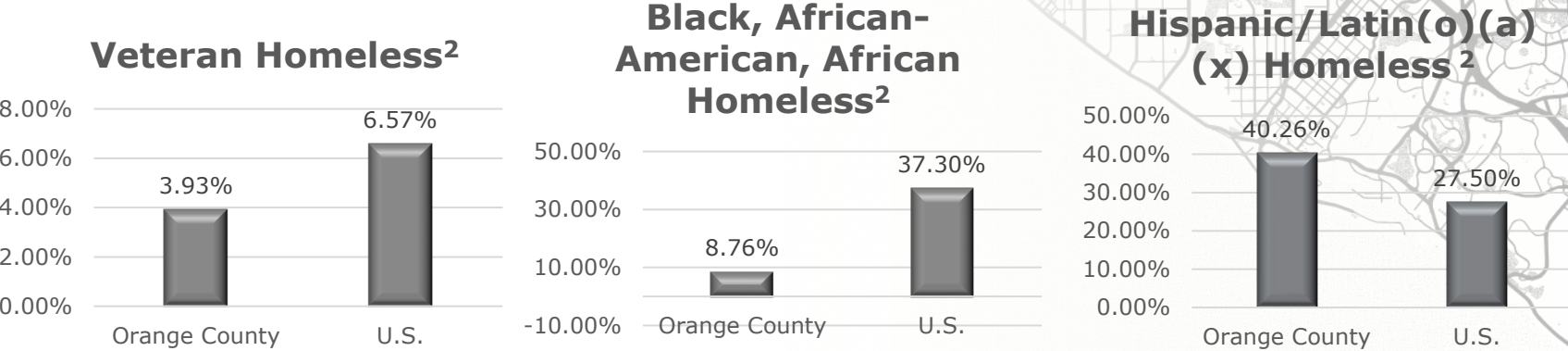
POPULATION: 3.14 M¹
CoC: Santa Ana, Anaheim/Orange County CoC (CA-602)
LEAD AGENCY: Los Angeles Homeless Services Authority
FY23 HUD TOTAL AWARD to CoC: \$34.30 M⁴

POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2023)²



2023 UNSHELTERED PERSONS: 3,057² (51%) | **2023 SHELTERED PERSONS:** 2,993² (49%)

2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 3,658 beds³, **PERMANENT :** 6,343 beds³



¹Source: US Census Bureau Quick Facts, Population Estimates (2023).
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

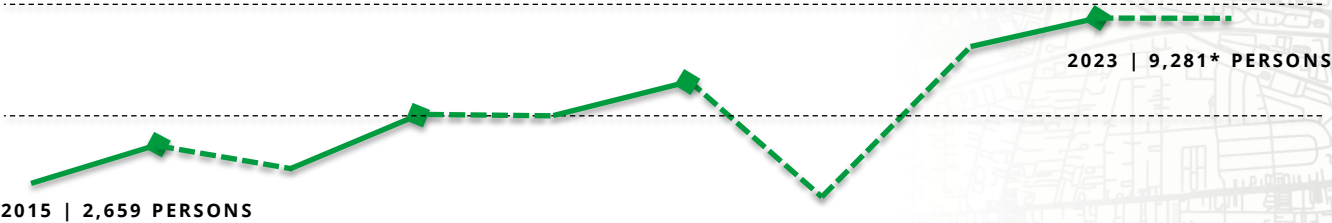
Snapshot: Sacramento County, CA



SACRAMENTO
STEPS FORWARD

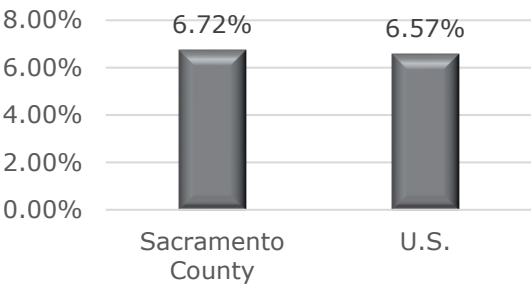
POPULATION: 1.58 M¹
CoC: Sacramento City & County CoC (CA-503)
LEAD AGENCY: Sacramento Steps Forward
FY23 HUD TOTAL AWARD to CoC: \$33.44 M⁴

POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2023)²

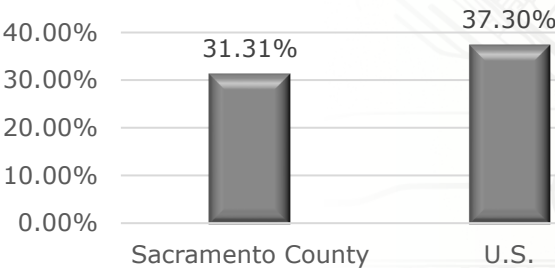


2023 UNSHELTERED PERSONS: 6,664^{2*} (72%) | **2023 SHELTERED PERSONS:** 2,617^{2*} (28%)
2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 2,749 beds³, **PERMANENT :** 4,783 beds³

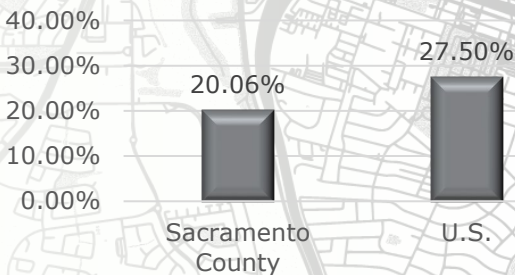
Veteran Homeless²



Black, African-American, African Homeless²



Hispanic/Latin(o)(a)(x) Homeless²



¹Source: US Census Bureau Quick Facts, Population Estimates (2023).
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

County Comparisons Outside of California and Case Studies

Beyond California

Best practices outside of California provide SDGO with potential impactful courses of action to address homelessness. However, these best practices should be considered in their proper context.

Allegheny County: Funding

A key enabler to Allegheny County's ability to implement an effective, data-driven risk assessment is its strategy to maximize the funding it receives from the federal government. On average, Pennsylvania CoCs receive a far greater per-CoC level of federal funding despite having a fraction of California's homeless population.

Harris County: Zoning Laws

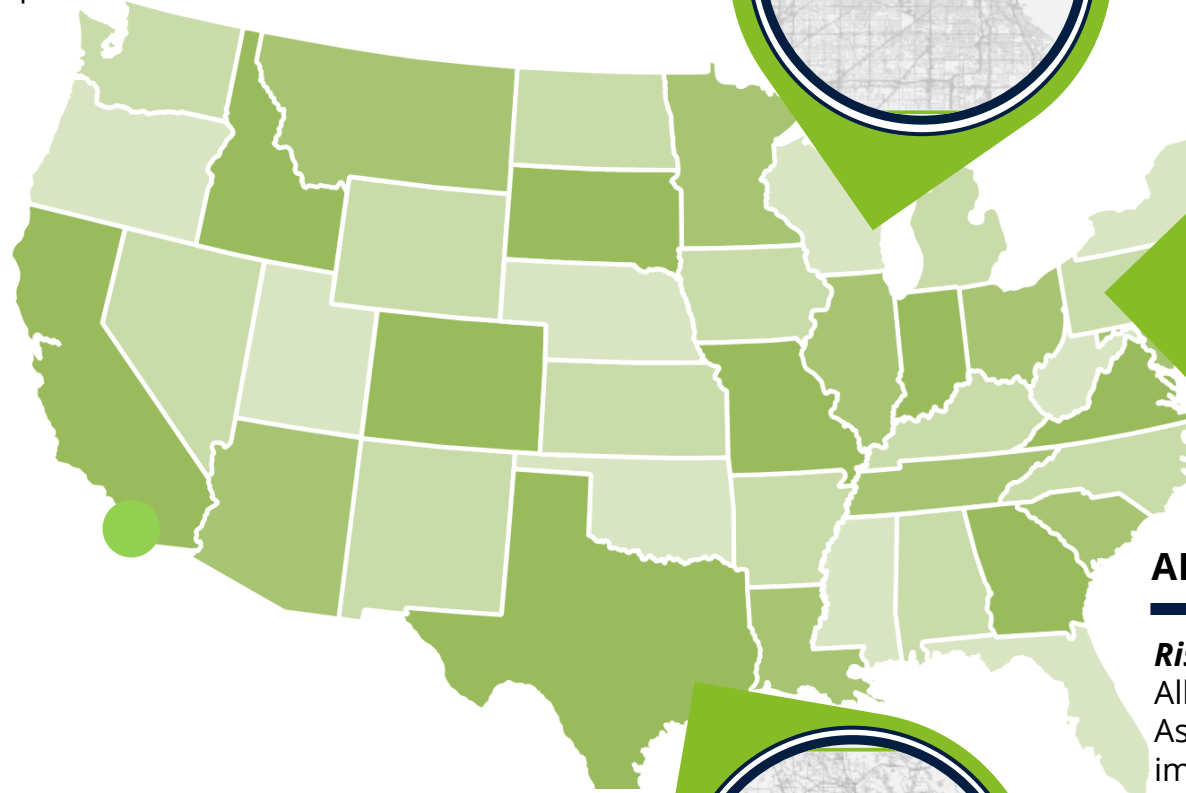
Harris County's homeless success is in part predicated on the absence of zoning laws; paving the way to establish facilities without concern for zoning law restrictions.

Milwaukee County: Weather

While Milwaukee County has employed some best practices and strategies that greatly impacted transition from unsheltered to sheltered, it should be noted that more extreme cold seasons raised the priority of transitioning unsheltered homeless to sheltered.

MILWAUKEE COUNTY, WI

Unsheltered Homelessness: In 2022, Milwaukee County had the lowest per capita homeless population in the nation.



HARRIS COUNTY, TX

Veteran Homelessness: Harris County resolved a veteran homeless crisis in record time.

ALLEGHENY COUNTY, PA

Risk Mitigation: The Allegheny Housing Assessment (AHA) implemented a risk-modeling approach to identify individuals most at risk and distribute resources and services accordingly.

Snapshot: Allegheny County, PA



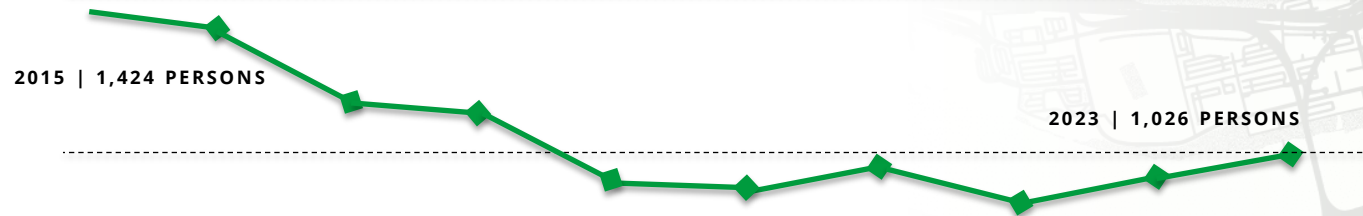
POPULATION: 1.22 M¹

CoC: Pittsburgh, McKeesport, Penn Hills/Allegheny County CoC (PA-600)

LEAD AGENCY: Allegheny County DHS

FY23 HUD TOTAL AWARD to CoC: \$26.28 M⁴

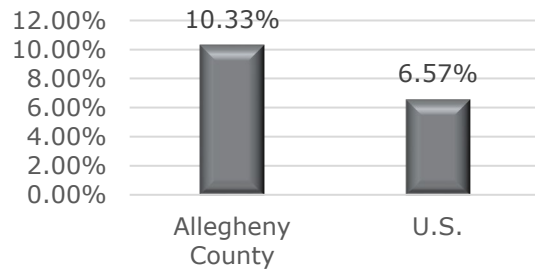
POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2023)²



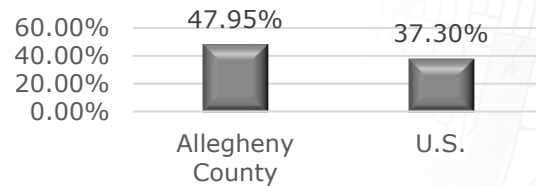
2023 UNSHELTERED PERSONS: 155² (15%) | **2023 SHELTERED PERSONS:** 871² (85%)

2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 985 beds³, **PERMANENT :** 2,904 beds³

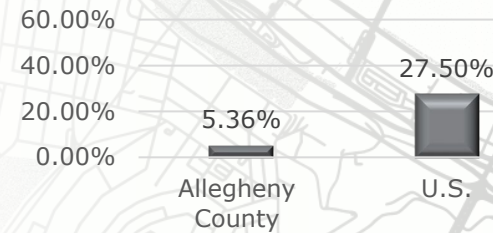
Veteran Homeless²



Black, African-American, African Homeless²



Hispanic/Latin(o)(a) (x) Homeless²



¹Source: US Census Bureau Quick Facts, Population Estimates (2023).

²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S

³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.

⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

Case Study: Allegheny County, PA

Highlights:

- Allegheny County's Department of Human Services (DHS) is the County's lead continuum of care for homelessness.
- DHS has their own assessment tool, Allegheny Housing Assessment (AHA), that leverages data from other County-run programs.
- Allegheny County has seen a decrease in homelessness over the past ten years.

Allegheny Housing Assessment (AHA)

Allegheny County worked with local stakeholders, research partners (Auckland University of Technology) and data science ethicists (Eticas) to develop the AHA. AHA is a decision support tool designed to help prioritize admissions to supportive housing services for individuals or families experiencing homelessness through predictive risk modeling. The tool uses administrative data from Allegheny County's data warehouse to predict the likelihood of three types of events occurring in a person's life if they remain unhoused over the next 12 months: 1) a mental health inpatient stay, 2) a jail booking and 3) frequent use (4 or more visits) of hospital emergency rooms. These events serve as indicators of harm if a person remains unhoused. The AHA assigns a risk score that is used as part of the housing prioritization process; it is far more objective and unbiased than earlier assessment tools and it doesn't require the time or trauma associated with asking sensitive questions at the time of housing crisis.

¹Source: Allegheny County Human Services, Allegheny Housing Assessment

²Source: Allegheny County Homelessness Program Interactive Dashboard

10

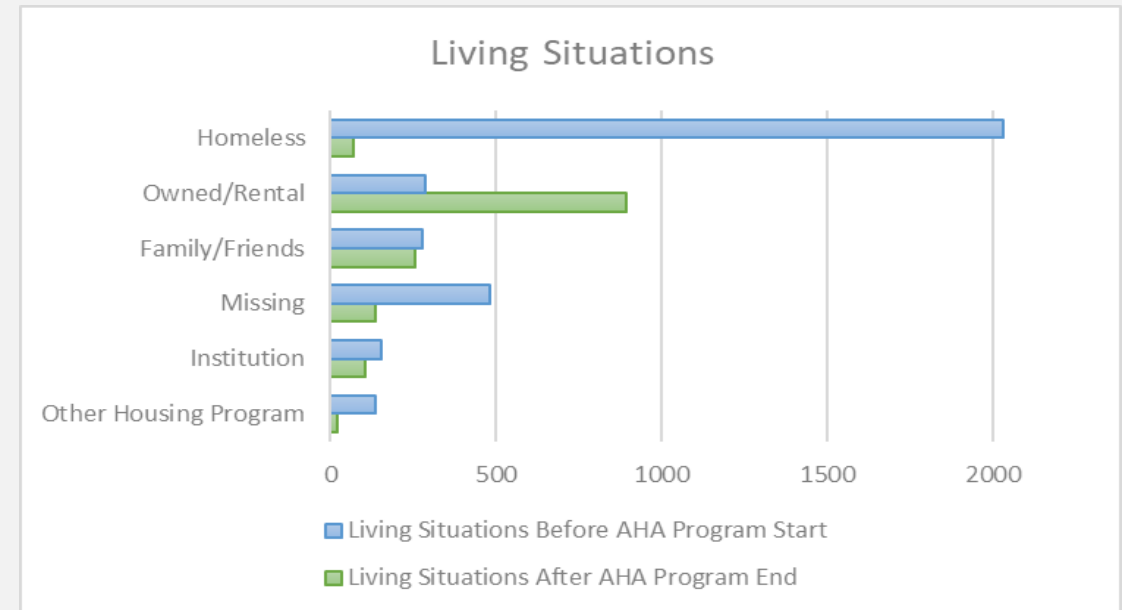
Data domains used as predictor variables for AHA assessment

32%

% decrease in individuals experiencing homelessness (Sheltered/Unsheltered) over the past 10 years

3,192

Individuals were active in housing programs in 2023



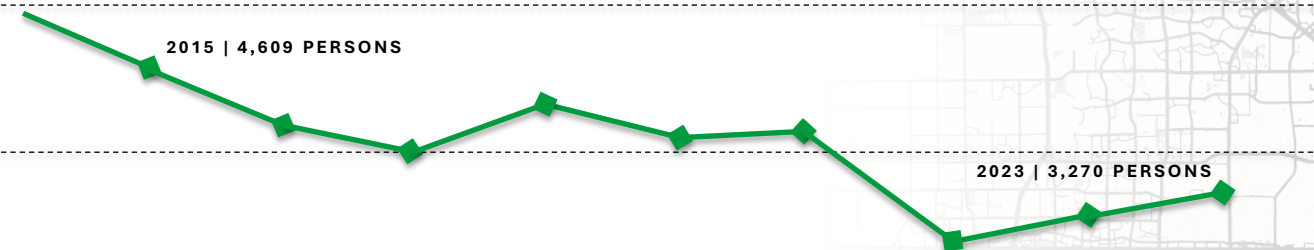
Allegheny integrated HMIS data with data from other programs, allowing for the analysis of total service utilization across multiple systems, which in turn allows for improved alignment of planning and budgeting of limited resources to those most at risk.

Snapshot: Harris County, TX

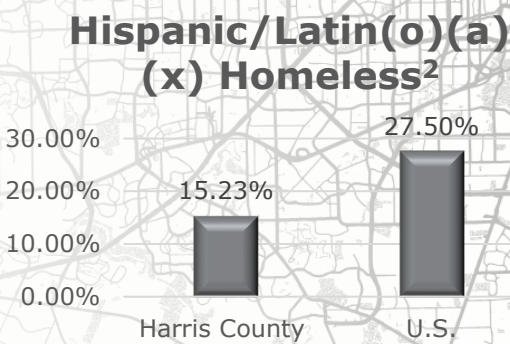
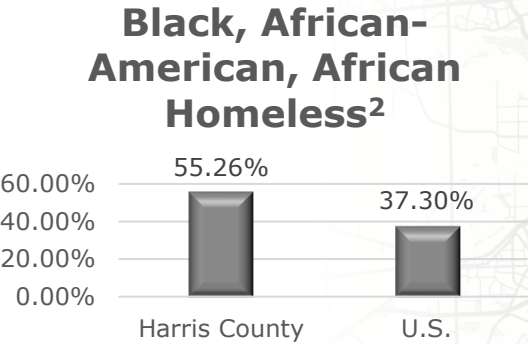
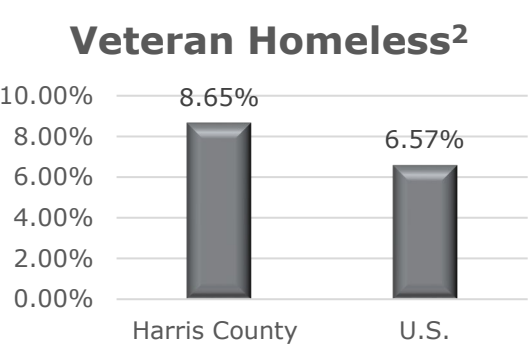


POPULATION: 4.84 M¹
CoC: Houston, Pasadena, Conroe/Harris, Ft. Bend, Montgomery, Counties CoC (TX-700)
LEAD AGENCY: Coalition for the Homeless
FY23 HUD TOTAL AWARD to CoC: \$59.60 M⁴

POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2023)²



2023 UNSHELTERED PERSONS: 1,242² (38%) | **2023 SHELTERED PERSONS:** 2,028² (62%)
2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 2,834 beds³, **PERMANENT :** 10,378 beds³



¹Source: US Census Bureau Quick Facts, Population Estimates (2023).
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S.
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

Case Study: Harris County, TX

Highlights:

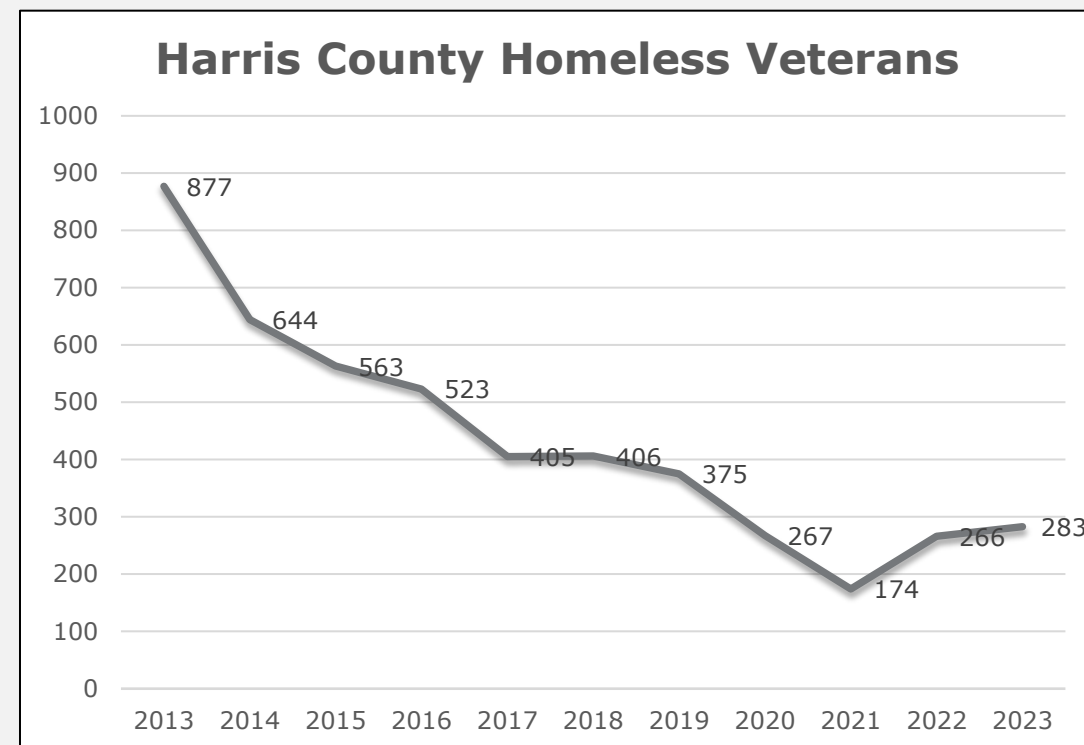
- *Harris County and The Way Home leveraged design and innovation principles to double-down on an already successful campaign to address homelessness.*
- *Strategic focus on prime funding opportunities enabled the area to drive veteran homelessness down to nation-wide lows.*

Harris County & The Way Home CoC

From 2012 to 2019, housing authorities and partners in Harris County drove veteran homelessness so low it proudly announced that veteran homelessness had, effectively, been eradicated.¹ Through coordination with the Veterans Administration and Housing and Urban Development (HUD), Harris County combined funding at per capita levels higher than typically available for non-veterans.

In addition, a design and innovation science approach to identify process inefficiencies reduced the steps required to place those veterans in homes from around 150 to less than 60. The result was a reduction of homeless veterans that numbered 8,538 in 2011 to a low of 283 as of 2023.²

Harris County Veteran Homeless: 2013 - 2023²



Harris County saw a drastic decrease in homelessness amongst veterans between 2013 and 2023.

¹Source: Press Release from the City of Houston Mayor's Office (2015)..

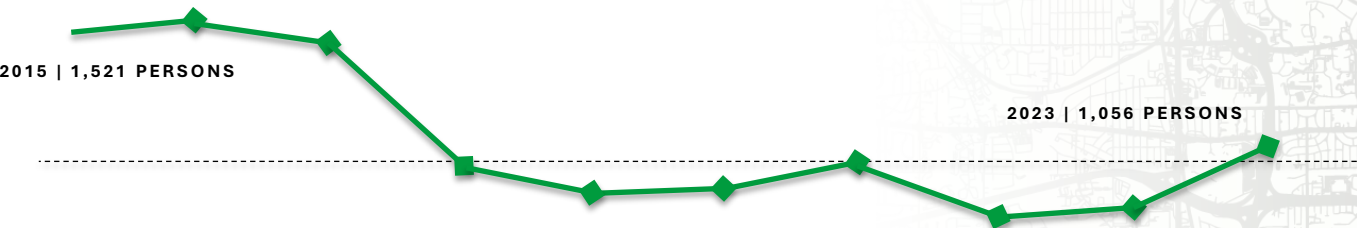
²Source: US Department of Housing and Urban Development (2023) Point in Time Estimates of Homelessness by CoC.

Snapshot: Milwaukee County, MI



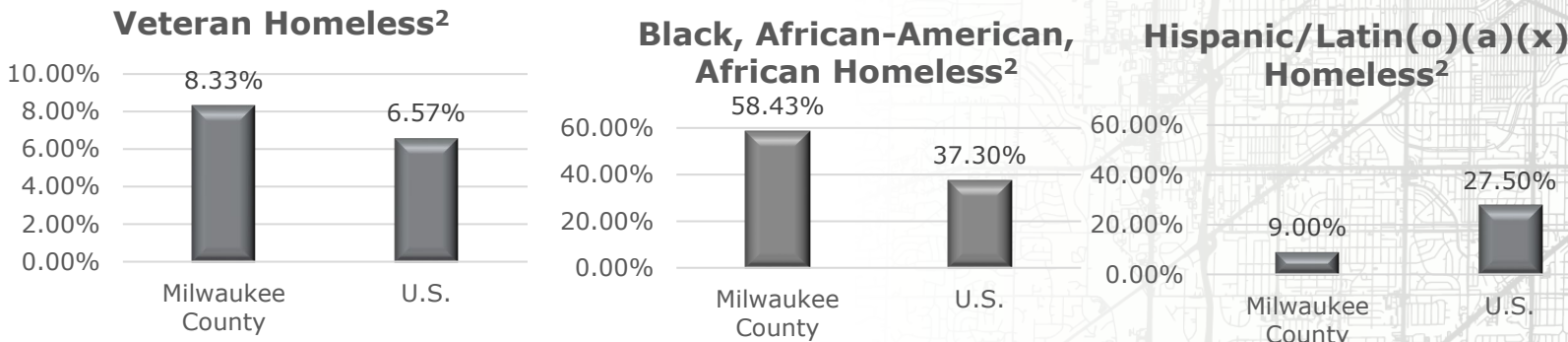
POPULATION: 0.92 M¹
CoC: Milwaukee City & County CoC (WI-501)
LEAD AGENCY: City of Milwaukee
FY23 HUD TOTAL AWARD to CoC: \$14.96 M⁴

POINT-IN-TIME ESTIMATES OF HOMELESSNESS (2015-2023)²



2023 UNSHELTERED PERSONS: 96² (9%) | **2023 SHELTERED PERSONS:** 960² (91%)

2023 CoC HOUSING INVENTORY | EMERGENCY/TRANSITIONAL : 967 beds³, **PERMANENT :** 2,772 beds³



¹Source: US Census Bureau Quick Facts, Population Estimates (2023).
²Source: US Department of Housing and Urban Development (2023) 2023 AHR: Part 1- PIT Estimates of Homelessness in the U.S
³Source: US Department of Housing and Urban Development (2023) CoC Homeless Assistance Programs Housing Inventory Count Report.
⁴Source: US Department of Housing and Urban Development (2023) FY23 Total Award by CoC.

Case Study: Milwaukee County, WI

Highlights:

- In 2022, Milwaukee County had the lowest per capita homeless population in the nation.
- Milwaukee County attributes its commitment to Housing First as the primary driver reducing street homelessness.

Milwaukee CoC

For the 2021 PIT Count, seventeen unsheltered individuals were counted, representing a more than 70% reduction from the previous year. More recently the County's Department of Health and Human Services counted zero chronically homeless individuals for two years in a row, in 2022 and 2023, with its unsheltered street population comprised of individuals who identified as being unsheltered for under a year. The Milwaukee CoC attributes its almost decade long commitment to Housing First as the lead driver of its 92% reduction in street homelessness since 2015. Setting requirements that prioritized affordable and supportive housing development over shelter bed expansion served as the foundation of the reduction efforts, although the County has loosened those requirements more recently. In addition to driving down homelessness, the County also reports that its Housing First efforts drives down costs, with Housing First programming reducing government costs by \$2 million per year, the programming reduces Medicare costs by \$2.1 million, mental health costs by \$715,000 and legal costs by \$600,000 per year.

Source: Milwaukee County Housing First (2023).

46.3%

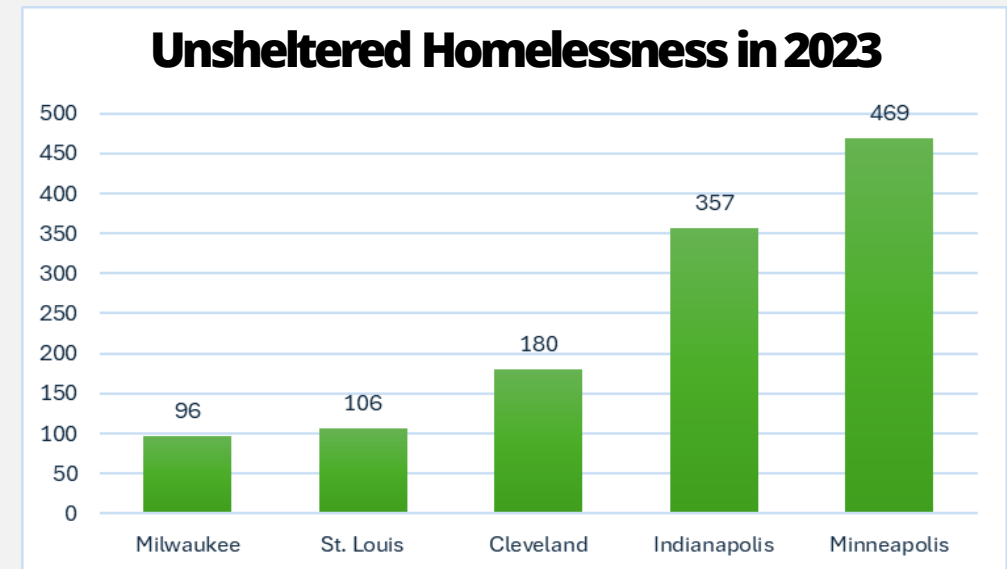
Overall homeless population reduced in the past 5 years

91.8%

Unsheltered, street homelessness reduced in the past 5 years

65.0%

Sheltered chronic homelessness reduced as of 2023



Milwaukee 2023 unsheltered homeless numbers as compared to similarly sized communities.