



San Diego County Coordinated Community Plan to End Youth Homelessness

2019-2024

Original Art Work by Joi Cole, Member, Youth Action Board

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- Community Housing Works
- County of San Diego, Health and Human Services Agency, Behavioral Health Services
- County of San Diego, Health and Human Services Agency, Child Welfare Services
- County of San Diego, Health and Human Services Agency, Integrative Services
- County of San Diego, Probation Department
- Episcopal Community Services
- Father Joe's Villages
- Funders Together to End Homelessness San Diego
- Home Start, Inc.
- Hospital Association of San Diego and Imperial Counties
- Interfaith Shelter Network
- La Mesa Police Department
- Meridian Baptist Church
- NAMI San Diego
- North County LGBTQ Resource Center
- North County Lifeline
- Oceanside Police Department
- Pathways Community Services
- Point Loma Nazarene University
- Rady Children's Hospital
- Regional Task Force on the Homeless, Continuum of Care
- San Diego Community College District, Continuing Education
- San Diego County, Housing and Community Development
- San Diego County Office of Education, Foster Youth Services Coordinating Program and Homeless Education Services
- San Diego Housing Commission
- San Diego LGBT Community Center
- San Diego Police Department
- San Diego Promise Zone, City of San Diego
- San Diego Reentry Roundtable
- San Diego Regional Chamber of Commerce
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- San Diego Youth Homelessness Consortium
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Photo Credit: San Diego YAB at The National Youth Homeless & Runaway Walk and Rally

Table of Contents

I.	Introduction.....	5
II.	Vision, Mission, Goals.....	6
III.	Guiding Principles.....	8
IV.	Governance and Partnerships.....	16
V.	Local Data Highlights.....	23
VI.	Definitions.....	24
VII.	Target Populations.....	25
VIII.	Statement of Need.....	26
IX.	San Diego County - Context.....	28
X.	Understanding Youth and Young Adult Homelessness.....	43
XI.	Call to Action.....	75
XII.	Priorities and Projects.....	84
XIII.	Closing Remarks from the Continuum of Care.....	91
XIV.	Final Word – Youth Action Board.....	92
 APPENDIX		
A:	Action Steps.....	93
B:	Partnership Chart.....	103
C:	Analysis of Changes in Youth Point-in-Time Count.....	116
D:	CoC Monitoring Policy.....	118
E:	Continuous Quality Improvement.....	127
F:	Letters and Signatures of Endorsement.....	130

Introduction

The San Diego Coordinated Community Plan (CCP) to Prevent and End Youth Homelessness is divided into the following sections:

1. Big Picture Overview – We begin the San Diego County CCP by introducing guiding elements of our youth ecosystem:

- Shared vision
- Mission
- Goals
- Guiding Principles
- Governance and Partnerships

We provide some key local data highlights, along with target population and homelessness definitions.

2. Statement of Need –We share community data on youth and young adult homelessness in our region. We provide information on community conditions that impact homelessness in San Diego County, examine the existing response to preventing and addressing youth homelessness and identify our most pressing and persistent gaps and challenges.

3. Our Call to Action – The heart of our CCP is the Action Plan which was developed with input from youth and multiple cross-sector stakeholders. This section includes:

- Goals, Objectives and Actions
- Description of Projects
- YHDP Coordination with other Local and State Efforts

4. Appendix – Our Appendix includes several documents that support the CCP including, but not limited to, a comprehensive Partnership Chart describing the commitments of various stakeholder groups and a detailed Action Steps for how we will move forward.

Section One: Big Picture Overview

San Diego's Shared Vision

Our vision is that by 2024, all youth experiencing homelessness have safe and stable homes where their journey to independence is supported through an accessible, youth-driven ecosystem of care. Services are low barrier and incorporate youth's community and birth or chosen family. Youth leadership and engagement is the norm, and youth voices are heard and respected. Our work is built on a commitment to equity, inclusiveness, compassion and social justice.

While there will still be youth who experience housing crises, we will have a system that is built on the idea that youth homelessness is both unacceptable and truly solvable. We will be united as a strong cohesive network, with partners representing multiple systems and offering opportunities for growth, wellness, and self-sufficiency. Our ongoing work reflects a commitment to fully understanding individual and community strengths and risk factors, and a commitment to positive and lasting change. We are proactive about addressing system barriers and will continue to work in partnership to continuously address our system challenges as a cohesive team of youth and service providers.

Mission: To unite providers, young people, and diverse stakeholders together to ensure that youth homelessness is rare, brief and non-recurring by utilizing a coordinated youth ecosystem to connect youth to housing services and community resources.



Photo Credit: San Diego YAB

Goals: Youth experience homelessness because of many interconnected challenges, which require a holistic solution that addresses both system-level and youth-level needs. To achieve our vision of preventing and ending youth homelessness, we will focus our efforts in the following areas:

1. Center youth in the design and oversight of all activities
2. Facilitate cross-system and cross-agency collaboration and coordination
3. Use quality data to drive decision-making
4. Ensure streamlined access to services for youth that are equitably resourced in all parts of the county
5. Provide expanded housing options that support youth in remaining stably housed and making sustained exits from homelessness
6. Open doors to self-sufficiency and success through education, employment and entrepreneurialism¹
7. Support social-emotional well-being and permanent connections for youth
8. Prevent youth from becoming homeless or chronically homeless



Photo Credit: TAY Academy, San Diego Youth Services

More detail about our goals, related objectives and action steps can be found in Section 3 and in Appendix - Action Plan.

¹ Entrepreneurialism is the process of designing, launching and running a new business, which is often initially a small business.

Guiding Principles: San Diego’s work to prevent and end youth homelessness is guided by the following principles:

- 1. *Positive Youth Development***
- 2. *Trauma Informed Care***
- 3. *Individualized and Youth Driven supports***
- 4. *Youth Choice***
- 5. *Family Engagement***
- 6. *Social and Community Inclusion***
- 7. *Youth Focused Housing First***

These principles, which align with the United States Interagency Council on Homelessness (USICH) Framework to End Youth Homelessness, underscore all of our work.

Positive Youth Development (PYD) – Youth who have experienced homelessness can be incredibly resilient, intelligent, and have developed unique skills, knowledge, and coping strategies to help them survive on the streets or in precarious housing situations. Many are balancing full- or part-time work, going to school, and taking care of children. We plan to employ a PYD approach that is strengths-based and identifies and develops individual youth’s assets while simultaneously building protective factors and resiliency. All youth need to be able to experiment and try new things and be able to fail and try again in a supportive environment without life-altering consequences: a PYD approach recognizes and accommodates this need.

The San Diego Continuum of Care (CoC)² and provider network adopts and upholds PYD principles in the development and delivery of services, including services that:

- Explicitly welcome and celebrate youth through messaging, environment, and services.
- Affirm youth identities, including gender, sexual orientation and cultural identity.
- Support opportunities to form close, lasting relationships with family, chosen family, friends, romantic partners, coaches, co-workers, team-mates, fellow students, and other relationships that comprise a social network.
- Facilitate youth’s development of life skills that help them avoid risk and achieve success, including with education, employment, and relationships.
- Reflect youth input and leadership in design and delivery of activities and services.
- Prioritize youth goals and aspirations at all levels of the system and service delivery.

² Continuum of Care is the title given to the local entity that oversees funding to address homelessness from the U.S. Department of Housing and Urban Development. In January 2017, the Regional Task Force on the Homeless formally merged with the regional Continuum of Care (CoC), a consortium of representatives tasked with strategic planning and coordination of resources, to strengthen our collective impact and become San Diego County’s CoC.

Trauma Informed Care (TIC) – Local data and youth input tells us that many of San Diego’s youth are exposed to traumatic events either prior to becoming homeless or once they are on the streets, including family violence, physical abuse, sexual exploitation and victimization. The experience of trauma can result in physical and mental health problems, and can impact cognitive development, decision-making, and self-regulation of aggression and anger.

Youth who participated in Voices of Youth Count interviews in San Diego County³ shared experiences of loss, grief and trauma, often starting when they were very young. Their experiences indicate that homelessness is a symptom of much larger and enduring struggles in our society, our systems and institutions, and consequently, in family systems who often navigate these challenges on their own.



Photo Credit: San Diego YAB

The San Diego CoC and broader youth-serving sector will incorporate a TIC approach through services that recognize the effects of trauma, prevents re-traumatization, and supports safety and healing from chronic loss. Specifically, we will:

- Establish calm, inclusive environments throughout all aspects of the CoC and service sites with an emphasis on physical and emotional safety.
- Integrate youth voice and choice and opportunities for self-advocacy.
- Partner with youth as they process and navigate adverse experiences including racial discrimination, homophobia and transphobia, stigma relating to mental health, and child welfare and justice involvement.
- Account for the influence of accumulated adverse experiences as a risk factor and barrier to youth engagement and develop individualized youth-centered approaches that meet youth “where they are”.

³ Voices of Youth Count (VoYC) - VoYC is a national policy research initiative focused on the experiences of runaway, homeless and unstably housed youth across the United States. Funded by HUD and a network of private foundations, VoYC included multiple research components, including youth point-in-time counts, provider surveys, in-depth interviews with young people, a national survey, and a policy fiscal review, among others. In San Diego County, VoYC conducted a youth count with accompanying brief youth survey, a provider survey, & in-depth interviews with youth.

Individualized and Youth-Driven Supports – Youth have unique life experiences and personality traits that influence their responses and shape their hopes and dreams. San Diego will use a youth-driven approach that ensures that the individual needs and choices are respected.

Some youth may need “light touch” or brief services while others will need intensive and ongoing access to housing and supports. San Diego will provide youth a range of services that are voluntary, individualized, culturally appropriate, and accessible, and that address an array of needs to support housing stability, mental and physical health needs, education, employment, and life skills. All case management activities will be client-driven and tailored to meet youth’s goals.



Photo Credit: Urban Street Angels- 8 West

Specific ways in which San Diego will be client driven are:

- Service providers will be encouraged to use the Stages of Change model⁴ to help understand where each youth is in terms of their readiness and motivation.
- Screening tools, referral policies, and procedures within the Coordinated Entry System (CES)⁵ will ensure that youth individual needs are identified and addressed.
- Youth-centric programming that offers formal resources and services such as youth advocates and cultural brokering will be expanded so that youth experiencing or at risk of homelessness do not fall through the cracks.
- Service providers will be encouraged to hire staff who share an identity or background (e.g., housing instability, foster care history, juvenile justice history, LGBTQ identity, racial-ethnic identity) with the youth being served.
- Use a “no wrong door” approach so youth can enter and reenter services as needed.
- Operate services in locations and during times that are convenient to youth.

⁴ Based on more than two decades of research, the Stages of Change model (also called The Transtheoretical Model) has found that individuals move through a series of **stages**—precontemplation (PC), contemplation (C), preparation (PR), action (A), and maintenance (M)—in the adoption of healthy behaviors or cessation of unhealthy ones (Prochaska & Velicer, 1997).

⁵ Coordinated Entry is a process that standardizes the way individuals and families at risk of or experiencing homelessness are assessed for and referred to the housing and services they need.

Youth Choice – Youth at risk for or experiencing homelessness often feel powerless to control their lives. Youth can see “help” as disempowering and as a risk to their personal autonomy and sense of identity. Youth choice recognizes that experiences, identities, and relationships intersect and require a more global and holistic approach to providing services. Many youth have a range of identities that include their gender, sexual orientation, race-ethnicity, developmental stage/age, social class, and (dis)ability - any combination of which are important to their sense of self and belonging. Youth choice includes respecting all aspects of youth identity.



Photo Credit: San Diego YAB

San Diego will foster youth confidence, self-belief, and ability to make decisions by instilling opportunities for youth choice and voice throughout all activities and services. In addition, principles of youth choice will also be reflected and respected at the system level including priorities for Youth Homelessness Demonstration Program⁶ (YHDP) projects and the role of the YAB.

San Diego will support youth choice and voice through the following practices:

- Youth will exercise choice regarding
 - goals and priorities;
 - location and type of housing they receive;
 - nature and extent of services and programs they access including those relating to wellness, family engagement, and social and community integration; and
 - development of education, employment, and/or entrepreneurial goals.
- Staff will incorporate youth voice and choice into activities such as assessment, individual planning, case management, and clinical interventions.
- Involvement in supportive services or programming will be voluntary. Youth will not be penalized for saying “no”.
- Multiple and ongoing opportunities for feedback from youth on services and system design and future programming needs.
- Engagement of youth in leadership roles through YAB as well as within YHDP projects.
- Supporting identity protection, especially for youth who identify as LGBTQ or who have a cultural or racial affiliation.

⁶ YHDP is a HUD funded program that is providing dedicated funding for projects to end youth homelessness.

Family Engagement – Families are an important source of support throughout our lives. Though many young people leave home because of family conflict, this does not preclude engagement, reconciliation, or reunification. In fact, reconnection and reunification with family can contribute to longer term housing stability for youth experiencing homelessness.



Photo Credit: San Diego Youth Services

San Diego will work with youth to pursue family engagement while respecting youth choice and prioritizing safety and stability. The San Diego CoC and extended provider network will integrate a continuum of family strengthening interventions with families, foster families, and chosen families as a strategy to prevent and end youth homelessness.

San Diego recognizes that stronger families mean less youth homelessness, and will support family engagement, reunification, and reconciliation whenever possible. We will:

- Explore best practices and expand our understanding of how and why youth experience homelessness and use this information to develop targeted family engagement and strengthening activities.
- Collaborate with cross-sector partners and organizations that are working in support of families and to ensure that services are coordinated and aligned.
- Offer a continuum of supports to families, kinship caregivers, foster families and/or chosen families that include engagement, assessment, mediation, individual and family counseling, case management, and flexible funding to address barriers.
- Work closely with child welfare services to provide youth the opportunity for reunification when appropriate, while also providing homelessness prevention services to families, such as counseling and case management.

Social and Community Inclusion – Youth who are homeless can experience feelings of loneliness that are made worse through isolation and exclusion from social, economic, political, and cultural activities and organizations. They may not feel welcome or comfortable and they may have suffered from discrimination. In too many cases, young people may have struggled with adverse experiences that make it difficult for them to trust and form healthy relationships.

Establishing permanent connections can be a direct outcomes of social and community integration strategies, and these connections can also provide a valuable safety net that can reduce the likelihood of a young person experiencing or re-entering homelessness. San Diego will promote social and community integration through a variety of strategies including:

- Advocacy and system change efforts to address inequality and system level barriers to access and opportunity.
- Programming and services that allow youth to build strengths, skills, and relationships that will enable them to fully integrate into and participate in their community, education and employment.
- Services and activities that support access to natural supports such as family, friends, romantic partners, neighbors and peers.
- Support youth in developing cultural and spiritual connections that foster their emotional growth and wellbeing.
- Connect youth to social, recreational, leadership and civic engagement activities that open avenues for positive connections to peers and adults.
- Develop mentorship opportunities to help youth stay motivated, access advice and support and build long-term relationships.
- Use technology to broker and maintain connections; but not as a replacement for meaningful person to person contact.



Photo Credit: Urban Street Angels/8 West

Youth Focused Housing First – Youth focused housing first (YFHF) establishes housing stability as a necessary foundation for everything else. San Diego commits to expanding the continuum of housing services and supports that incorporate a YFHF approach characterized by housing services and supports that are individualized, client driven, and have extended time limits.



Photo Credit: San Diego YAB

San Diego's YHDP and other HUD funded programs will provide youth choice in the type of housing and location and will adhere to all the Housing First principles outlined in the Housing First Assessment Tool⁷, including:

- Housing that does not have preconditions, such as a requirement for clean and sober living or minimum income requirements.
- Intake processes are person-centered and flexible, and projects create regular and formal opportunities for participants to offer input.
- Youth choice about the type and extent of services they want to participate in and the location and type of housing they receive.
- Creating partnerships with landlords and property management companies to support Rapid Rehousing activities and offer housing to youth with barriers such as criminal backgrounds and continue to diversify the housing options in opportunity areas throughout the region.
- Expanding our CoC navigation services to allow youth to access housing quickly by eliminating barriers to housing (e.g., facilitating getting IDs, and processing eligibility paperwork in a timely manner).
- Continuing to work and offer services as long as youth desire, and even in cases when a youth encounters challenges to staying housed. This is especially important to be accountable as a system and be there for youth, even when the fit between the youth and service providers do not work out.
- Using data on exits and recidivism to catch trends that may demonstrate non housing first practices.

⁷ <https://www.hudexchange.info/resource/5294/housing-first-assessment-tool/>

Guiding Principles - Action Steps

San Diego will connect service providers and other system partners to ongoing training and technical assistance opportunities that build a common understanding of these principles and strengthen the sector's capacity to deliver services that put these principles into practice.

The CoC will leverage efforts of YAB, youth providers, Operations Team members, and other members of the San Diego Youth Homelessness Consortium (SDYHC), to determine what trainings are needed as well as identify local, state, and national training resources. We anticipate that at a minimum required training will include all the CCP principles as well as components on cultural competency, youth development, Stages of Change, Motivational Interviewing, and self-care practices for staff and volunteers.

In addition, all YHDP projects will be required to operationalize these principles in their programs and reflect their understanding and commitment to the principles in their YHDP application. In the request for proposal (RFP) for YHDP projects, we will require staff to complete training in these principles and that organizations indicate willingness to use an assessment tool that will measure youth progress in constructs associated with TIC, PYD, and youth choice such as self-determination, coping skills, confidence.

Additional details on how these principles are operationalized to support achievement of specific goals can be found in the Appendix - Action Plan and YHDP priorities listed in Section 3.



Photo Credit: San Diego Youth Services – View from TAY Academy, Golden Hill

Working Together, Making Decisions and Maintaining Accountability

Governance and Partnerships

Our governance structure integrates stakeholders in homelessness and youth services throughout San Diego to achieve the vision, goals, and objectives detailed in our CCP. The successful implementation of the CCP relies on the input and expertise of these varied entities.

The development, implementation and oversight of the CCP is shaped by the “Implementation and Oversight” groups and approved and authorized by the “Decision-Making” groups. This two-pronged approach promotes system-wide involvement, engagement, and levels of accountability.

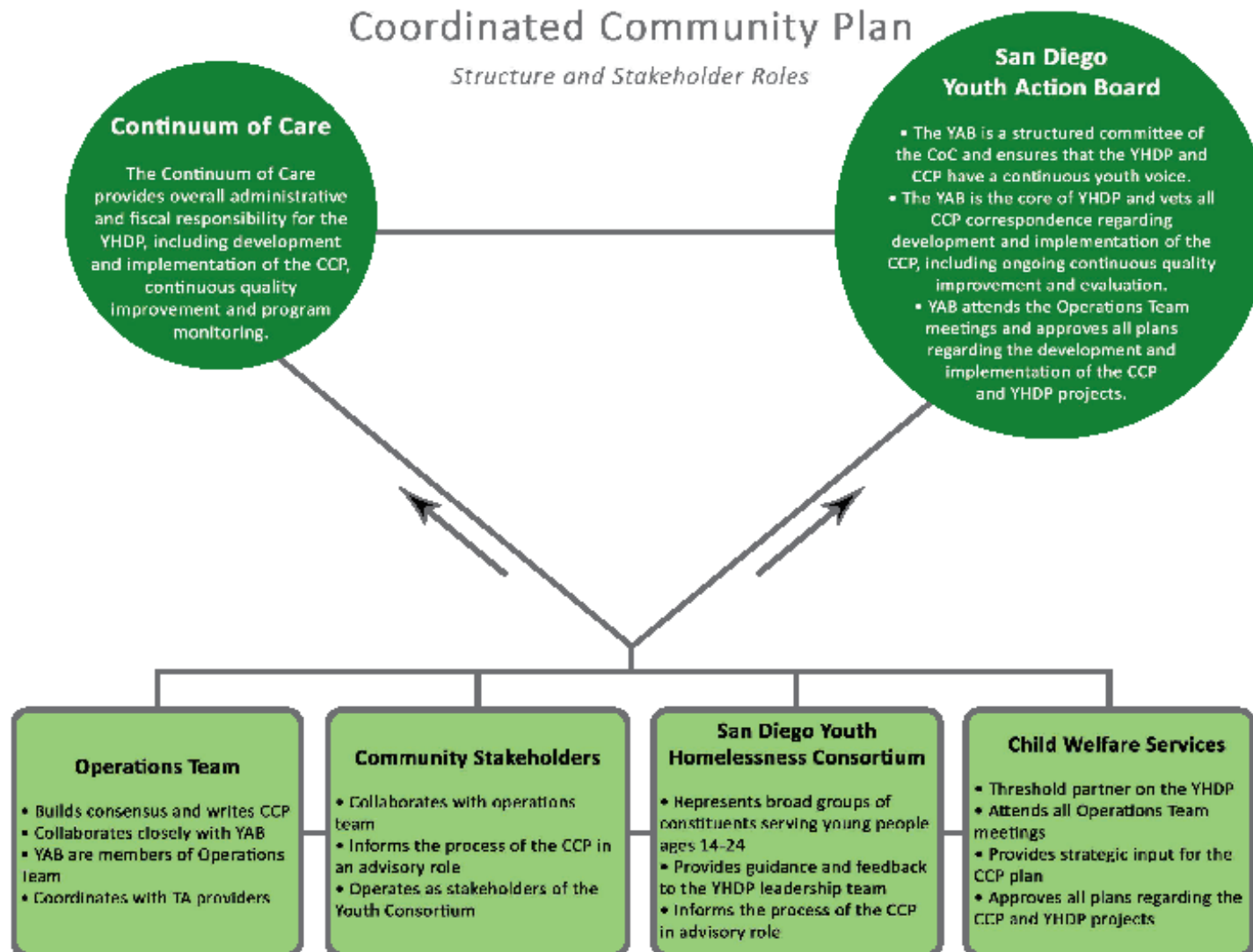
Decision Making Process by Consensus - Groups use a consensus-based approach for decision-making that is built on the principle that *every voice is worth hearing; every concern is justified*. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Consensus does not mean that everyone thinks that the decision made is the best one possible, or even that they are sure it will work. Rather, it means that in coming to that decision, *no one felt that her/his position on the matter was misunderstood or that it wasn't given a proper thought process for all involved*, so the person sharing is heard. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence comes up with better solutions than individuals could.

Conflict of Interest Process - As part of the governance structure for the San Diego YHDP, a conflict of interest process has been agreed upon to address potential conflicts regarding the Homeless Emergency Assistance and Rapid Transition to Housing Act ("HEARTH Act"). This conflict of interest process allows an individual to participate in the YHDP processes consistent with HUD, the HEARTH Act and other applicable conflict of interest laws.

The conflict of interest process outlines the procedures for an individual to participate in YHDP and avoid conflicts of interest. Individuals must identify conflicts of interest as they arise in connection with any transaction or arrangement, where there is an actual, or perceived potential conflict of interest. An interested person must disclose the existence and nature of their conflicting interest. Individuals with a conflict of interest may participate in discussions but shall recuse themselves from voting on any issue in which they may have a conflict. In addition, if the discussion item involves the award of a grant or other financial benefit the interest person shall recuse himself or herself from participating in any discussion, deliberation or vote concerning the action. The CoC will oversee this process and follow all laws and regulatory requirements regarding conflicts of interest.

San Diego YHDP Coordinated Community Plan

Structure and Stakeholder Roles



Decision Making, Implementation and Oversight

The following entities represent the decision-making bodies for YHDP in the San Diego region:

Continuum of Care

The Regional Task Force on the Homeless (RTFH), Continuum of Care (CoC) for the San Diego region, is the lead agency for the YHDP. This includes overall grant management, fiscal responsibility and grant implementation. The CoC has 31 standing governance board members and 78 agency-general members that reflect an array of community members, education providers, youth homelessness service providers, the YAB and local government agencies.

During implementation of YHDP, the CoC will provide ongoing oversight and management of YHDP activities. During CCP development and implementation, RTFH is committed to:

- Supporting the YAB through technical assistance and guidance, to individual YAB members, and overall YAB membership coordination;
- Engaging stakeholders and community members in the ongoing development of YHDP programs;
- Formalizing a focus on youth homelessness within the Continuum of Care governance structure; and
- Providing financial and administrative oversight of YHDP funding.

The CoC Governance Board approves the YHDP plan and all project applications.



Photo Credit: San Diego YAB with RTFH-CoC Governance Board Chair, Councilman Chris Ward



Photo Credit: San Diego YAB –YHDP Technical Assistance

Youth Action Board (YAB)

The YAB is comprised of 12 youth and young adults ages 24 and younger who have current or former experiences of homelessness. The YAB was formed as a task group committee of the CoC in 2016. It was formally adopted by the governance board of the CoC as an ad hoc committee of the CoC in January 2019. With this adoption, the has gained full membership in the CoC and will be included in policy making decisions of the CoC moving forward, with a focus on policies that relate to preventing and ending youth homelessness. In addition, the YAB creates an organized space and processes to ensure continuous youth voice throughout the development of the CCP and beyond. The YAB will retain its structure and function through the publishing of the YHDP RFP and awarding of projects, while continuing to be an integral part of the CoC, on an ongoing basis.

In addition to weekly YAB meetings, YAB members have participated in all other planning meetings for the CCP and ensured that youth voice is reflected in all planning and decision-making. The YAB has provided ongoing input, review, analysis, feedback, and vetting of all pieces of the CCP, including all narrative language, data, statistics, photos, graphics, and quotes. They have also taken pride of ownership of several tasks for YHDP such as development of graphics, logos, organization of the CCP, threshold development and review, focus groups, community input sessions, and all meetings with HUD Technical Assistance Provider(s).

The YAB approves the YHDP Plan and all project applications.

County of San Diego, Health & Human Services Agency, Child Welfare Service

The County of San Diego, Health & Human Services Agency (HHSA), has been directly involved in a leadership capacity with RTFH for over five years. As a service area within HHSA, Child Welfare Services (CWS) is actively engaged in the CoC and the development of the CCP. HHSA's Director and Deputy Chief Administrative Officer, Nick Macchione, served as Vice Chair of the CoC Governance Board previously, and continues to serve on the CoC Governance Board. HHSA staff were actively engaged in the development of the Governance Board and led the Evaluation Committee and Rating & Ranking sub-committee.

Representatives from CWS are contributing to the development of the CCP and continuously supporting the YHDP process. They provide input and expertise on strategies to meet the needs of youth experiencing homelessness who have experience within the child welfare system. They also provide relevant data to inform decision making. CWS has committed staff and in-kind funds to move the CCP mission forward in solving youth homelessness in the San Diego region. CWS and RTFH have established a bi-monthly working group to address gaps and barriers between the CWS and youth homelessness systems.

Child Welfare Services approves the YHDP Plan and all project applications.



Photo Credit: County of San Diego

The following entities provide advice and input into the CCP and YHDP processes:

Operations Team

The Operations Team includes 11 stakeholders committed to the YHDP process. The representatives include YAB members, nonprofit and government partners and the management staff of the CoC. This group meets weekly for three hours in person to develop and implement the CCP and YHDP. The Operations Team is responsible for managing and developing the CCP timeline, objectives, and administration. The Operations Team synthesizes community input and makes critical decisions to guide the development of the CCP and projects. The Operations Team will retain its structure and function through the publishing of the RFP and awarding of projects, while transitioning into implementation and integrating into the CoC. Once the YHDP projects are funded, the Operations Team will continue to meet oversee Continuous Quality Improvement and evaluation, and to facilitate several work groups to ensure that we are consistently addressing barriers and challenges within the homelessness system. The Operations Team is committed to continued investment in the development and implementation of San Diego's system response to youth homelessness, including leadership of, and involvement in, workgroups to develop critical recommendations about the homelessness system response

The Operations Team develops the CCP and implementation processes for the YHDP.

San Diego Youth Homelessness Consortium

The San Diego Youth Homelessness Consortium (SDYHC), which is comprised of providers serving youth and young adults in San Diego County, has an advisory role and serves as a pulse check on YHDP planning and process. The SDYHC has multiple work groups that will have responsibility for supporting many of the action steps outlined in the appendix. The SDYHC is kept apprised of YHDP development activities and encouraged to participate in community meetings. The Chair of the SDYHC is on the Operations Team of the YHDP and attends all YHDP meetings. SDYHC members can provide written feedback to the CoC or Operations Team at any time and have been invited to participate in community meetings to shape the plan.

The SDYHC serves in an advisory capacity to the CCP and YHDP processes.

Community Stakeholders

Community stakeholders who play a role in the success of the CCP to prevent and end youth homelessness in San Diego include CoC members, and private and public agencies representing multiple sectors such as: housing and community development; justice and law enforcement; education sector - from early childhood through higher education; health, mental health and substance abuse; workforce and employment; and youth services (including Runaway and Homeless Youth programs).

Since the award of the YHDP grant, the CoC has solicited input from several new partners, including youth, through in person meetings and community contacts. These new partners are indicated with an asterisk on the Partnership Chart in the Appendix and were intentionally engaged in response to gaps in the current system. The CoC and Operations Team ensures that the YHDP activities are informed by the provider sector and are conducted in line with San Diego's broader efforts to prevent and end youth homelessness. The Operations Team conducted community sessions to gather input from the broader community in the shaping of the CCP and YHDP projects. This group of various stakeholders is also called upon as subject matter experts in the respective government and social service areas they represent. Community stakeholders can provide written feedback to the CoC or Operations Team at any time.

The Community Stakeholders serve in an advisory capacity to the CCP and YHDP processes, often bringing valuable subject matter or target population expertise to the mission of ending youth homelessness in the San Diego region.

Local Data Highlights

4,228 youth and young adults ages 14 to 24 experiencing homelessness or unstable housing were served by San Diego's HUD-funded providers during 2016 and 2017 – 1,376 of these were unaccompanied youth ages 14 to 17.

Youth experience homelessness in all cities and regions in San Diego County. The 2018 Point-in-Time Count (PiTC) found 315 unsheltered youth in the City of San Diego and 370 unsheltered youth in other cities and unincorporated areas of the county.

Justice-involved youth make up more than half of our youth and young adults experiencing homelessness - 54% have been in jail, prison, or juvenile hall.

African American youth are disproportionately represented among those experiencing homelessness – 5% of general population and 20% of youth homeless population

More than 1 in 5 (approximately 72,000) young adults ages 18-24 are living at or below the federal poverty level.

1 in every 10 of San Diego's youth ages 16 to 24 were disconnected from work or school in 2017. The percentage of disconnected youth is even higher among youth of color, parenting young mothers, and youth who have not graduated from high school.

55% of San Diego's adult victims of sex trafficking reported that they had been homeless at some point in their lives, and 28% reported that they had been in foster care.

High school staff in 20 high schools across San Diego County identified 417 reported victims of commercial sexual exploitation between 2010 and 2015. Students who were homeless, runaway or in foster care were involved in 38 of these cases.

Close to one in four youth surveyed in the 2018 Point in Time Count identified as LGBTQ.

30% of youth surveyed in the 2018 PiTC reported instances of mental health issues and 17% said they have an impairment from drug or alcohol abuse

Family dysfunction is a significant cause of youth homelessness: one in five youth surveyed in the 2018 PiTC said they were homeless due to being kicked out or running away.

A third of the 354 homeless youth who took part in the 2016 VoYC survey had spent time in foster care.

Definition of Youth Homelessness

The San Diego community has worked together to develop a CCP that is flexible to ensure that we can end homelessness for all youth. We feel that all youth need a place to live, no matter the funding source. Our CCP is built to address the needs of youth experiencing homelessness no matter the bureaucratic definition that is placed on them.

We are using the definition of homelessness created by our community in partnership with Chapin Hall, which states, “Experiences of unaccompanied youth sleeping in places not meant for living, staying in shelters, or temporarily staying with others (“couch surfing”) while lacking a safe and stable alternative living arrangement”. This definition incorporates U.S. Department of Housing and Urban Development (HUD) categories as well as youth perspective. We recognize the need to serve youth who meet all four of HUD’s categories of homelessness:

- I. **Literally Homeless** - Youth who are in shelter, transitional housing, hotels or motels paid for by the government or charity (sheltered), or sleeping on the streets, in parks, or other places not meant for human habitation (unsheltered).
- II. **Imminently at risk of homelessness** - Youth who will lose housing (including doubled-up situations) within the next 14 days with no other safe place to stay and no money or other resources for housing. Youth who have been couch surfing with multiple moves in the last two months and can be expected to have continued housing instability.
- III. **Homeless under other federal statutes** - Youth who are classified as homeless under other federal statutes, including the McKinney-Vento Homelessness Assistance Act and the Runaway and Homeless Youth Act (RHYA). Youth who meet these definitions lack safe regular and adequate housing. Examples include the home of an acquaintance/ friend/girlfriend/ boyfriend, a foster or group home, a hospital/ emergency room, a residential treatment facility, a corrections detention center, or at the home of someone the youth was having sex with as survival.
- IV. **Fleeing dangerous or life-threatening situations** - Youth who are escaping domestic violence and/or sexual assault, who trade sex for housing (“survival sex”), who are escaping sex trafficking, and/or who experience violence or threats of violence because of sexual orientation or gender identity.

Target Population

The target population for the San Diego YHDP are:

Young Adults - Individuals ages 18 to 24 years who are not accompanied by a parent or guardian (if they were, they would be considered part of a homeless family).

Youth – Individuals ages 14-17 who are not accompanied by a parent or guardian (unaccompanied minor).

Throughout this document the term “youth” is often used to include both target populations.

Our special populations, which are discussed in detail in Section 2, include HUD priority populations:

- **Unaccompanied Minors**
- **Foster Care Experience**
- **Justice-Involved**
- **Pregnant and Parenting**
- **LGBTQ**
- **Human Trafficking and Commercial Sexual Exploitation, Victims of Domestic Violence**

As well as special populations identified locally:

- **Veterans**
- **Refugees**
- **Undocumented Immigrants**
- **African American**

Sharing one or more of these characteristics or life experiences does not necessarily lead to homelessness, however, the disproportionate representation of youth who identify as LGBTQ, who have been in foster care or justice-involved, youth of color, and youth who are survivors of HT/CSE/DV among San Diego’s youth homeless population cannot be overlooked. One of the values of the YDHP is inclusivity, and this value will be reflected by ensuring access to programs and services that meet the unique needs of individuals within these subpopulations, as well as, strengthen capacity for youth engagement and leadership within the CoC.

In addition, throughout our preliminary research it was noted that many youth may be from more than one special population at a time, crossing sectors and service needs, and vacillating between different special populations at any given time.

Section Two: Statement of Need

Our Challenges

Homelessness is not just a city problem. San Diego is a large county , and we have youth and young adults experiencing homelessness across the entire region and in all types of communities.	We don't know the full picture of the extent and nature of youth homelessness in our region. The numbers presented in our 2018 PiTC represent the tip of the iceberg of youth experiencing homelessness.	Extreme poverty, low wages , and lack of access to education and career opportunities lead to many young people being left out of San Diego's booming economy.
San Diego's broken housing market is forcing young people into desperate situations – doubling up, sleeping on the streets or in canyons, couch surfing and trading sex for shelter.	Most of the young people in our community who are homeless and unstably housed have a history of trauma . We know that trauma, victimization, and homelessness go hand in hand.	Mental illness and substance abuse are known contributors and consequences of homelessness, yet San Diego does not have enough services for youth struggling with these issues.
Family dysfunction, physical and sexual abuse , rejection due to sexual orientation, and unresolved conflicts between youth and other family members are often a root cause of homeless among young people.	More than half of San Diego's youth who are homeless have a history of justice system involvement . We know that there are strong connections between youth homelessness and experiences of incarceration that reflect deeper system challenges .	San Diego's pregnant and parenting youth who are experiencing homelessness have financial and emotional stressors and responsibilities relating to caring for their child(ren) that are making it much harder for them to access educational and work opportunities.
Large numbers of San Diego's LGBTQ youth experience homelessness and face sexual exploitation, discrimination, and harassment.	Unaccompanied youth under age 18 represent an especially vulnerable population and one that has less access to housing and other supports than older youth.	San Diego's African American and Hispanic/Latino youth are experiencing homelessness, and risk factors such as incarceration and engagement with foster care, at much higher rates than their peers in general.
San Diego has largely hidden populations of refugee and immigrant youth who are experiencing homelessness and who have unique linguistic, cultural, and legal needs.	Services to prevent and address youth homelessness in San Diego County exist, but we are not doing a good enough job of meeting the needs of unaccompanied youth and young adults who are in crisis and struggling to survive.	Inadequate coordination between providers and across systems means that too often successful outcomes are achieved despite the system – not because of it .

Our Process - How We Conducted the Needs Assessment

The needs assessment of San Diego County used a variety of data sources to establish as complete of a picture of youth homelessness in the region as possible. Our process included collection and review of: new data through surveys and six focus groups with youth providers and youth with lived experience of homelessness; existing data from providers on the number and groups of youth they serve that are not reflected in the Homeless Management Information System (HMIS); existing data from HMIS, PiTC and VoYC; and multiple other sources that are referenced throughout this section of our plan.⁸

Six focus groups were held, one for each of the five special populations and one on the “Three E’s (Education, Employment and Entrepreneurship)”. A total of 43 people came to one or more focus group: Of these 38 were adults, mostly staff from provider agencies, and five were youth with lived experience. We also held a webinar for people who could not attend the focus groups in person. In addition, sixty-one people attended a subsequent Community Forum on Youth Homelessness to review and expand upon the focus group findings. Nineteen youth participated in the Community Forum (ten YAB members, and nine other youth). A convening of 30 higher education stakeholders was held in January 2018 hosted by San Diego County Office of Education in partnership with National Center for Homeless Education (NCHE).

These events provided an opportunity for attendees, especially youth, to share their opinions regarding challenges, service gaps, and ideas of what is needed. Data was analyzed by RTFH staff, members of the Operations Team, YAB, national consultants from Chapin Hall, and Nash & Associates and incorporated into the identification of needs and barriers and to select priorities. These events also shaped changes in real time, such as impacting decisions about where and when to hold planning meetings to be most accessible for youth.

In addition, careful emphasis was placed on including and documenting potential solutions for upward mobility and stability of youth experiencing homelessness.

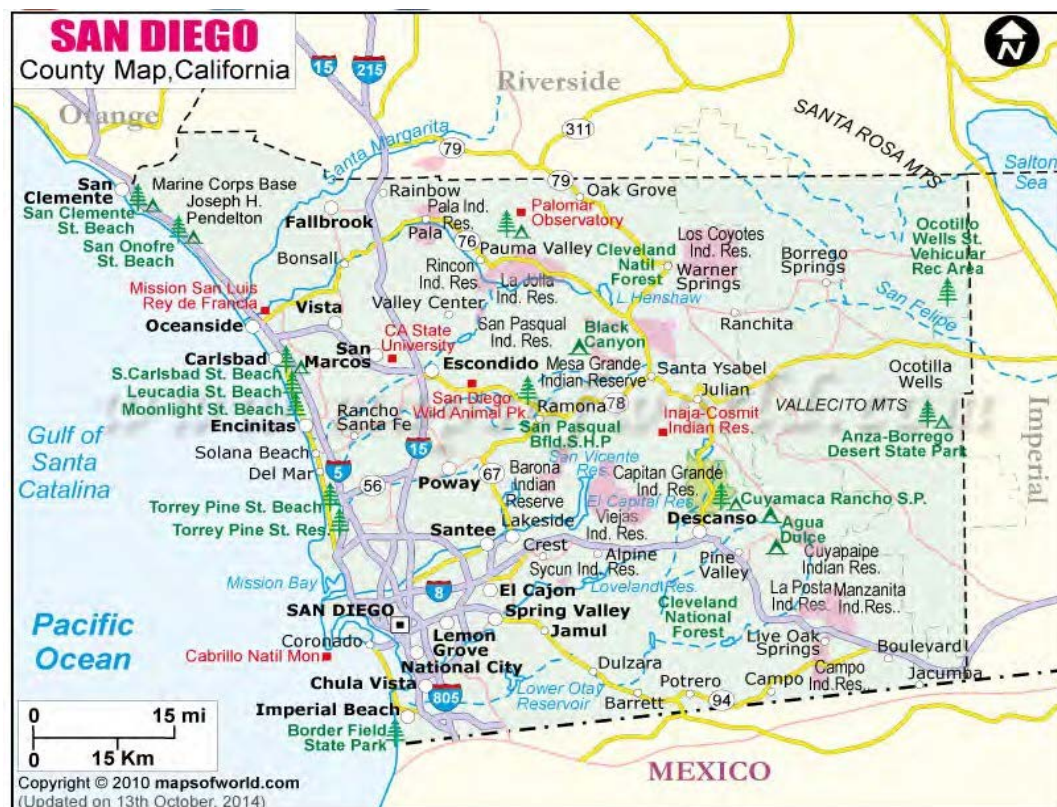
⁸ In all instances, the most recently available data was used and was compared to other years when possible. VoYC data was collected in the summer of 2016; PiTC in the winter of 2018; and HMIS data reflects data from CY 2016 and 2017.

San Diego County – Context

The following facts about San Diego County help provide some context to the challenge of addressing YYA homelessness in the region, as well as the scope and prevalence of community level risk factors that impact YYA experiencing homelessness. This perspective also provides an opportunity for us to identify and share actions that can be made to address community level challenges and risk factors.

More people live in San Diego County than in 22 States including Utah, Nevada, New Mexico and Hawaii. If you added the populations of Maine, Montana and South Dakota together you'd still be a few thousand people short of San Diego County's population

Population: With 3.3 million residents, San Diego is the fifth most populated county in the US and the second largest in California. The bulk of the population lives in western San Diego County, near the coast, with the eastern portion much more sparsely populated. Almost half a million San Diegans representing close to 15% of the total population are between the ages of 15 to 24⁹.



⁹ U.S. Census Bureau; 2012-2016 American Community Survey 5-Year Estimates as reported in County of San Diego HHSA Demographic Profiles

Diversity: U.S. Census estimates tell us that 47% of San Diegans are White, 33% are Hispanic, 12% are Asian/Pacific Islander, 5% are Black, and 4% are Other - a category that includes people who are American Indian and those with two or more races.

These broad racial and ethnic definitions fail to capture the full picture of San Diego's diversity. Our Black residents include new immigrants and refugees from East and Central Africa, as well as, those who have been in San Diego for decades. While the majority of San Diego County's Hispanic population claims Mexican ancestry (about 88%), the number of Latinos and Latinas from Central and Southern America has almost doubled over the past ten years, adding an additional layer of diversity. The region has a significant population of undocumented immigrants, the majority of whom are from Mexico. San Diego has more than twenty different Asian/Pacific Islander groups, from large established Filipino, Chinese and Vietnamese communities to newcomers from Myanmar (Burma). Four indigenous Native America tribes are represented within San Diego County: Cahuilla, Cupeno, Luiseno and Kumeyayy¹⁰.

The race/ethnicity of San Diego's youth homeless population does not mirror that of the general population. Black or African Americans comprise 21% of the youth experiencing homelessness compared to just under 5% in the overall population. Similarly, slightly more than half of youth experiencing homelessness identified as Hispanic compared to just over a third of the general population (52% vs. 33%). *Additional information on African American youth experiencing homelessness can be found in the Special Population section of this plan.*

San Diego's overall ethnic and racial diversity, and disproportionate representation of African American and Hispanic youth among those experiencing homelessness, emphasize the need for strategies which:

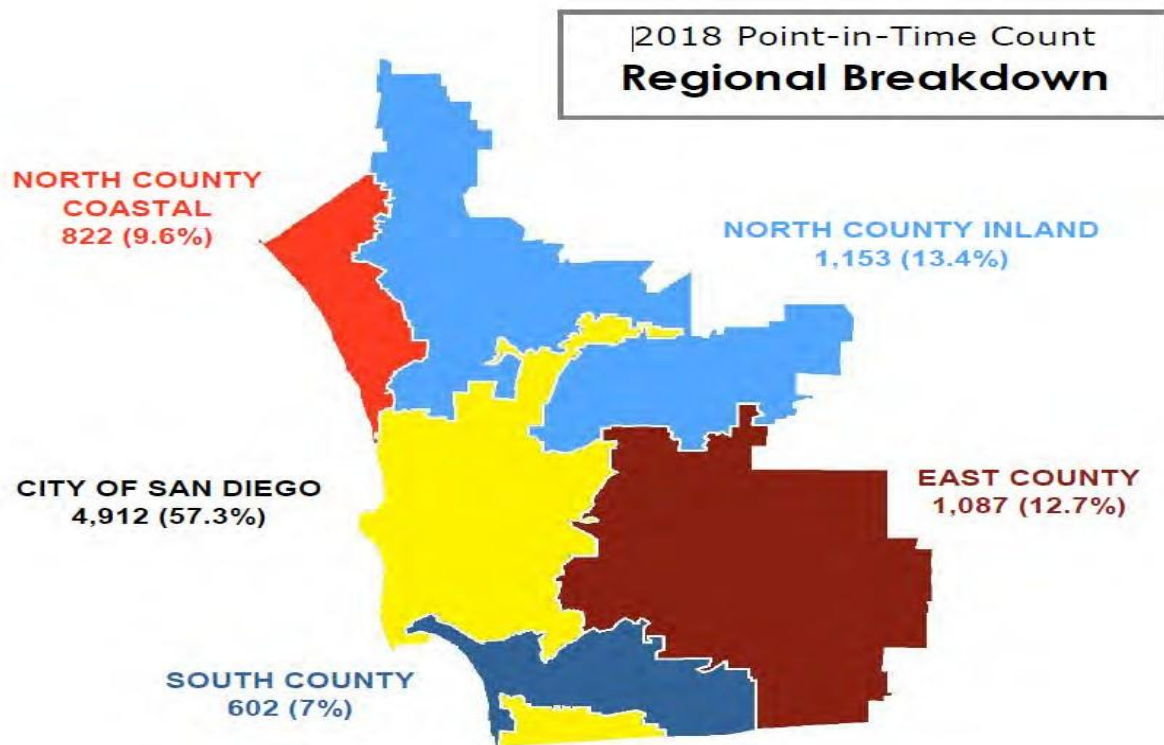
- ✓ Bring stakeholders together to identify and address systemic barriers and challenges that contribute to conditions of racial inequity and social injustice which increase the risk for homelessness among African American, Hispanic, Native American, immigrant, and refugee populations.
- ✓ Ensure that services and programs hire staff and have board members whose race/ethnicity reflect the youth being served; and provide ongoing training and supervision to meet highest standards of cultural competency.
- ✓ Are assertive and proactive in reaching out to youth of color who are at-risk of or experiencing homelessness and working with them to meet their needs.

¹⁰ http://www.kumeyaay.info/southern_calif_tribes/

Geography: San Diego County extends from the southern borders of Orange and Riverside Counties to the Mexico-U.S. border and Baja California and from the Pacific Ocean to its boundary with Imperial County. Its county seat and largest city is San Diego. San Diego's urban and suburban communities are heavily influenced by the landscape that includes hills, mesas, and small canyons. More rural communities in North Inland and East County lie within the Sonoran Desert and Laguna Mountain range. There are also the beach communities for which San Diego is most known, densely populated, and stretching along 70 miles of coastline.

The San Diego region comprises 18 cities and unincorporated portions of the county. County government recognizes six regions: East, Central, North Central, North Coastal, North Inland and South. San Diego County also has 18 federally recognized Indian reservations, more than any other county in the United States.

While more than half of San Diego County's homeless population, can be found in the City of San Diego, every region and city within the County is impacted. The distribution of homeless population counted in the 2018 Point in Time Count (PiTC) by region is shown below:



The numbers and proportion of unsheltered youth within the overall population of unsheltered individuals differs considerably across the eight major cities within San Diego County and the more unincorporated regions.

San Diego County Unsheltered Homeless Count by Geographic Area

Source: 2018 Point-in-Time-Count Report

Geographic Area	Total Population Count	Total Number of Unsheltered Individuals (all ages)	Number of Unsheltered Youth	Percentage of the population of unsheltered homeless who are Youth
City:				
San Diego	1,406,640	2,630	315	12%
Chula Vista	267,172	229	34	15%
Oceanside	175,464	326	62	19%
Escondido	151,613	263	26	10%
Carlsbad	113,952	152	8	5%
El Cajon	103,768	288	55	19%
Vista	101,659	154	15	10%
Encinitas	63,131	86	8	9%
Unincorporated County	551,119	445	162	36%

The geographic diversity of communities within San Diego County, combined with growing awareness that youth experiencing homeless can be found throughout the region, underscores a need for the CoC to:

- ✓ Make it possible for youth to access housing and needed services in their own communities, including those that are not urban centers, through a regional approach that allows for variation in how services are delivered, not “one size fits all” approach.
- ✓ Recognize that maintaining connection to familiar places including schools, recreation centers, and churches help in the establishment of permanent connections and maintaining or rebuilding relationships with friends and family.



Photo Credit: San Diego YAB

Transportation: The majority of San Diegans rely heavily on their cars as the primary and most efficient method of transportation. Interstate 5 (I-5) is the main interstate highway on the West Coast of the United States, running largely parallel to the Pacific coast of the continental U.S. from Mexico to Canada. It is recognized as a bi-national corridor for human trafficking. Interstate 15 (I-15), is the second major north–south state highway that connects San Diego to the Inland Empire (San Bernardino and Riverside Counties) and beyond. Interstate 8 (I-8) runs west to east of the County and onto Arizona, traveling along the border with Mexico.

San Diego Metropolitan Transit System (MTS) and North County Transit District (NCTD) operate the region’s public transit network which consists of bus and light rail services. MTS operates four rail lines with a total of 53 stations and 54.3 miles of lines within the Central, East, and Southern urban and suburban centers. MTS also offers almost 100 fixed bus routes including express and rural routes. NCTD operates the Coaster commuter rail service as well as light rail, buses, and rural and on-demand services.

The cost of transportation, whether personal or public, combined with the length of time it takes to travel from one area to another presents a significant obstacle to youth and was identified by youth as a barrier to education and employment opportunities. Solutions to these barriers that can be integrated as part of the CoC include:

- ✓ Services to meet the immediate transportation needs of youth experiencing homelessness, i.e. bus passes and vans for shelter and housing program residents.
- ✓ Opportunities that assist youth in acquiring personal transportation such as assistance in getting driver’s license or car insurance or driving lessons.
- ✓ Exploration of innovative alternatives such as use of bikes, Uber vouchers, and rideshare apps.

Local Economy: The largest sectors of San Diego's economy are defense/military, tourism and hospitality, education, health, international trade, and research/manufacturing in areas such as biotech and communications. Three industries dominate: services, government, and trade (wholesale and retail) account for more than three-quarters of all jobs in the region.¹¹

An interesting characteristic of the San Diego economy that needs to be considered when building youth's capacity for self-sufficiency is that there are very few large employers.

- Less than 1% of businesses have more than 250 employees.
- 57% have between one and four employees.
- Only two Fortune 500 companies are headquartered in San Diego County.
- Only four out of San Diego's 10 largest employers are not directly related to government, these are Qualcomm, San Diego Gas & Electric, Kaiser Permanente and Sharp Healthcare. The two largest employers are the US Navy and University of California San Diego. Included within the top ten employers are the County of San Diego, the City of San Diego, and San Diego Unified School District.

San Diego has a growing and thriving economy, as shown by:

- Low unemployment rate – 3% in September 2018¹²
- New businesses – close to 3,000 new businesses a month so far in 2018¹³
- A high volume of job posting – more than 480,000 in July 2018, of which almost 90,000 were new jobs (i.e. not repeat postings for unfilled positions)¹⁴

Along with growing economic development and opportunity come soaring housing costs, rock bottom vacancy rates, and the inability of many residents to afford the rising cost of living. As pointed out by San Diego Regional Economic Development Corporation (SDREDC) *"A rising tide is not lifting all boats."*¹⁵ There is a mismatch between the skills, experience and educational qualifications that employers need and what job seekers possess. SDREDC's most recent publication further highlights an economic case for inclusion, specifically articulating a need to raise wage levels, address educational disparities especially among Hispanic/Latino residents, and the need to tackle housing affordability.¹⁶

¹¹ <https://www.voiceofsandiego.org/business/san-diego-businesses-by-the-numbers/>

¹² California Economic Development Department

¹³ <http://www.sandiegobusiness.org/sites/default/files/San%20Diego's%20Economic%Pulse%20-%20August%202018.pdf>

¹⁴ <http://www.sandiegobusiness.org/sites/default/files/San%20Diego's%20Economic%20Pulse%20-%20August%202018.pdf>

¹⁵ <https://sd-regional-edc.maps.arcgis.com/apps/Cascade/index.html?appid=97fc15fd9df04152aa41d009a87ed8eb>

¹⁶ <http://www.sandiegobusiness.org/sites/default/files/EDC-INGROWTH-TRIFOLD-SEP.pdf>

Considering the connections between economic development, education, employment and entrepreneurialism, and recognizing that economic self-sufficiency is needed to support housing stability the work of the San Diego CoC must:

- ✓ Factor in the local economic environment and research on growth industries when developing job training programs.
- ✓ Build understanding and appreciation of youth as an opportunity workforce and offer training to employers in positive youth development and trauma-informed care.
- ✓ Consider how San Diego has approached building support for transitioning veterans as a model for engaging employers to support transition age youth.
- ✓ Engage major stakeholders such as San Diego Workforce Partnership, San Diego Regional Economic Development Corporation and local chambers of commerce and seek to align with their plans and initiatives whenever possible.
- ✓ Learn from the successes of other communities and models such as the UK's Youth Economic Empowerment Plan¹⁷ for ideas and strategic recommendations such as:
 - Advocate for government to promote policies that support decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of smaller companies, including through access to financial services.
 - Delivery of foundational skill trainings should be provided in all types of formal and informal education and training.
 - Ensure vocational and training opportunities are demand- and competency-based, accountable to youth, and do not perpetuate gender-segregated occupational roles.
 - Cultivate entrepreneurial pathways for youth.
 - Enable marginalized and disenfranchised youth to take advantage of education, training, and employment initiatives by combining these with safety nets/social protection.
 - Provide context-relevant career counseling, mentorship, and coaching to accompany youth's safe transition to the world of work.

¹⁷ https://plan-uk.org/sites/default/files/Documents/Resources/Youth_Economic_Empowerment-Plan%27s_Vision.pdf

Household Income and Poverty: In San Diego County the median household income is estimated as \$71,758, and the poverty rate at 14%.¹⁸ However, some parts of the community are less financially secure than others.

- The median household income varies by region: Central region has the lowest median household income (\$53,523) and North Central has the highest (\$87,693).
- More than a quarter (26%) of all San Diego households (288,125) have a median income of less than \$35,000 a year. In the Central region the percentage of households in this income group increases to 35% (62,485 households).

Money issues was the second most common primary cause of homelessness cited by 2018 PITC survey respondents. In thinking about how to reduce poverty among youth, we've drawn on findings from research organizations such as The Brookings Institute which point to the need to establish equality of opportunity by raising the incomes of those with low incomes, and to taking strategic approaches to tackling poverty by reducing the ripple effect of having a low income on housing, schooling, safety, health, or health care.¹⁹

Local strategies relating to poverty reduction will focus on youth experiencing or at risk of homelessness and their families, recognizing that adequate resources contribute to family strength and wellbeing. The CoC will:

- ✓ Promote equality of opportunity through education, employment, and entrepreneurialism as a means of raising earnings towards economic sustainability.
- ✓ Help youth and families' access public benefits and supports such as income supplements and tax credits.
- ✓ Provide services that help youth build money management/financial literacy skills and examine their beliefs and emotions relating to money.
- ✓ Advocate for public policy changes such as pay equity, living wages, and healthcare.
- ✓ Support investments in quality affordable housing.

¹⁸https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/CHS/demographics/FINAL_2016_Demographic_Profiles_1.30.18.pdf

¹⁹<https://brookings.edu/blog/social-mobility-memos/2018/01/11/raj-chetty-in-14-charts-big-findings-on-opportunity-and-mobility-we-should-know/>

Health: San Diego’s residents are lagging the nation in terms of access to medical insurance (84% versus 87%) and a primary care provider (61% versus 76%), and our youth are reporting higher use of alcohol or illicit drug use (25% versus 16%).²⁰

Annual reports produced by Child and Adolescent Services Research Center for County of San Diego Children Youth and Families Behavioral Health Services (CYFBHS) provide useful information regarding the behavioral health needs of youth, including youth who are identified as homeless.²¹

- The four most common diagnostic categories among CYFBHS Transition Age Youth (TAY) clients were: depressive disorders (n=1,451; 40%), stressor and adjustment disorders (n=638; 18%), anxiety disorders (n=433; 12%), oppositional/conduct disorders (n=381; 11%).
- 23% of youth ages 18 and older, and 11% of youth ages 12-17, were identified as having a substance abuse issue.
- Previous experience of traumatic events was reported by clinicians for 84% of the TAY population served by CYFBHS.
- Only 63% of TAY served by CYFBHS lived in a family home or apartment at some point during FY 2016-17.

Further, among youth experiencing homelessness surveyed in the 2018 PiTC, 30% reported mental health issues and 17% said they have an impairment from drug or alcohol abuse.

Regional data on health indicators, behavioral health utilization among TAY, and data on the prevalence of mental health issues and substance use issues among youth experiencing homelessness suggests a need for San Diego to pursue strategies that include:

- ✓ Engage representatives from the health and behavioral health systems in the CoC to address the complex and multifaceted needs of youth who are at-risk of or experiencing homelessness.
- ✓ Expand trauma informed and evidence-based interventions that reflect strong understanding of youth development; and ensure that youth and families are connected to health and behavioral health services that reflect best practices.
- ✓ Reduce wait times for both housing and behavioral health services to promote stability and prevent crisis among young people who have SED/SMI and are homeless or unstably housed.
- ✓ Use validated risk assessment tools to help identify health related needs, prioritize youth in crisis, and optimize use of resources.

²⁰ https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/CHS/Reports/FINAL_HP2020_7.11.18.pdf

²¹ County of San Diego Children Youth and Families Behavioral Health Services Systemwide Annual Report—FY 2016-17 Child and Adolescent Services Research Center (CASRC)

“I feel like sometimes I have had to choose between paying for my housing or paying for childcare”

YAB Member



Photo Credit: cnbc.com

Housing Market: Housing affordability and accessibility, especially for individuals who are low-income, have no or poor credit history, and minimal employment histories and opportunities are often the most impacted by San Diego’s housing crisis.

A report released by the California Housing Partnership Corporation in May 2018 provided the following key findings:²²

- Renters in San Diego County need to earn \$38.31 hourly - 3.3 times local minimum wage – to afford the median monthly asking rent of \$1,992.
- San Diego County’s lowest-income renters spend 69% of income on rent, leaving little left for food, transportation, health care, and other essentials.
- San Diego County needs 143,800 more affordable rental homes to meet current demand.
- When housing costs are considered, San Diego County’s poverty rate rises from 13.3% to 20.4%.

The report also concludes that the elimination of redevelopment and loss of state bond funding for housing foreshadowed a 6% rise in homelessness in San Diego County in 2016-2017.²³

MarketPointe, the Economic Research arm of the California Building Industry, (CBIA) produced a report in April 2018 on rental prices in the prior month, based upon a survey of 133,785 apartments. The report indicated average apartment rent as \$1,887, an 8% increase in average rents from the prior year and a vacancy rate of just over 4%. However more than half of the vacant apartments were asking more than \$2,000 in rent.

²² <http://chpc.net/wp-content/uploads/2018/05/San-Diego-2018-HNR.pdf>

²³ <http://chpc.net/wp-content/uploads/2018/05/San-Diego-2018-HNR.pdf>

These housing challenges point to a need for multiple strategies within San Diego including:

- ✓ Build housing that is affordable for individuals and families who are low income, including youth who are exiting transitional housing programs.
- ✓ Support a region-wide coordinated Housing First approach that connects youth to safe, stable housing immediately and without preconditions.
- ✓ Develop a greater inventory of permanently subsidized supportive housing, as well as, lower-intensity, flexible, short- and medium-term rapid rehousing options.
- ✓ Review existing policies and procedures to identify opportunities to reduce permitting and regulatory barriers to expanding the regions housing inventory, incentive innovative housing developments and ensure fair and equal access to housing opportunities.²⁴
 - o Waiving fees for ADU's
 - o Reducing Parking Requirements
 - o By Right Development
 - o Developer Impact Fees/ In Lieu Fees
 - o Anti-Section 8 Discrimination Ordinances



Photo Credit: San Diego Housing Commission

²⁴ <https://www.sandiego.gov/housing/initiatives>

Youth Opportunity: Youth opportunity in San Diego County can be seen in the context of connection to education, employment and entrepreneurialism (the three “E’s”). National research on youth homelessness stresses the importance of graduating from high school: youth with less than a high school diploma have a 346% greater risk of experiencing homelessness and youth with annual household incomes of less than \$24,000 have a 162% greater risk.²⁵ Further, the National Center for Education Statistics estimates that by 2020 two-thirds of job openings will require some postsecondary education or training.

Among San Diego’s homeless youth who took part in the 2016 VoYC brief youth survey:

- 33% had no high school diploma or GED
- 72% of those ages 18-25 years were unemployed
- 56% of those ages 18-25 years were both unemployed and not in school (i.e. disconnected)

Of the unsheltered homeless youth surveyed as part of the 2018 PiTC only 12% were employed, 28% were attending school and 6% were both employed and attending school, the majority (54%) of youth were neither employed nor in school.

Locally the term “Opportunity Youth” is often used as an alternative to “Disconnected Youth” to describe 16 to 24-year-olds who are neither employed, nor in school. According to data collected by the San Diego Workforce Partnership there are approximately 41,000 16 to 24- year-olds who are neither employed, nor in school representing 10% of residents of this age. Of these disproportionate numbers are youth of color, have not completed high school, are married, parenting, and have no work experience.

For those youth who are in school, there remain many barriers to successful graduation. Many San Diego students have challenges in areas such as attendance, drug and alcohol use and emotional health, that if not addressed will limit their future opportunity and place them at increased risk for outcomes such as homelessness.^{26,27} There are also disparities and achievement gaps based on socioeconomic status, race/ethnicity or factors such as involvement in foster care or juvenile justice and English language learner status.²⁸

²⁵ Morton, M.H., Dworsky, A., & Samuels, G.M. (2017). *Missed opportunities: Youth homelessness in America. National estimates.*

²⁶ <https://www.sandiegounified.org/2017YRBS>

²⁷ https://data.calschls.org/resources/San_Diego_County_1415_Sec_CHKS.pdf

²⁸ Current Conditions and Paths Forward for California Schools, Summary Report 2018 A project coordinated by Stanford University and disseminated by Policy Analysis for California Education (PACE). Retrieved from: <https://gettingdowntofacts.com/sites/default/files/2018-09/GDTFII%20Summary%20Report.pdf>

The following table shows graduation levels and preparation for post-secondary education by race/ethnicity, for foster and homeless youth which validates a need for services to support school success among populations where there are clear disparities.

2017-18 Four-Year Adjusted Cohort Graduation Rate San Diego County Report			
Source: California Department of Education, Data Quest			
Population	Number of students who started high school in 2014)	Number and percentage of students who graduated in 2018	Number and percentage of students who UC/CSU requirements upon graduation
All	41,064	81% (33,291)	47% (19,295)
African American	1,975	74% (1,470)	39% (775)
Hispanic/Latino	20,262	76% (15,388)	37% (7,408)
White	12,106	87% (10,521)	56% (6,782)
Foster Youth	333	48% (159)	11% (36)
Homeless Youth	2,331	57% (1,336)	20% (467)

Homelessness and associated education gaps continue among college students. A 2018 national study involving over 66 institutions in 20 states and the District of Columbia including four from within San Diego County²⁹ was conducted by the Wisconsin HOPE Lab found that:³⁰

- 36% of university students and 42% of community college students were food insecure in the 30 days preceding the survey.
- 51% of community college and 36% of university students were housing insecure (e.g., difficulty paying rent, doubling up, and moving at least twice).
- 12% of community college and 9% university students were homeless.

Study data further shows that basic needs insecurities disproportionately affect marginalized students and are associated with long work hours and higher risk of unemployment. However, the level of commitment required for them to complete their course of study is the same regardless of whether they are struggling with food or housing insecurity – placing unaccompanied youth and young adults who are homeless at a significant disadvantage when compared to those who are housed and have family support.

²⁹ San Diego City College, San Diego Mesa College, San Diego Miramar College and San Diego Continuing Education.

³⁰ Goldrick-Rab, S., Richardson, J., Schneider, J., Hernandez, A., & Cady, C. Still Hungry and Homeless in College. Wisconsin HOPE Lab. (2018)

Young people who are employed also face many challenges. Looking at median earnings by age, we know that youth who are employed full-time still struggle to live independently with the staggering and rising housing costs.³¹

Youth shared common experiences of challenges and barriers to participating in post-secondary education, getting and keeping a job, and establishing an entrepreneurial effort:

- Need for jobs that pay a living wage with reliable, consistent hours.
- Missing the qualifications, training, or work experience needed to be hired.
- Feel that many employers discriminate against young people and won't give them a chance to prove themselves.
- Don't have access to positive role models who can give advice and support or use their networks to help in getting a job.
- Need access to a computer and printer and also have a phone and email address.
- Health conditions that limit ability to work.
- Difficulty with costs associated with getting and keeping a job or going to school such as training or tuition fees, supplies, uniforms, and transportation.
- Not enough employment training programs that are comprehensive and meet the needs of youth experiencing homelessness.
- Hard to remain motivated and hopeful especially when things don't go smoothly or according to plan.



Photo Credit: Urban Street Angels/8 West

³¹ According to the U.S. Department of Labor, Bureau of Labor Statistics, 16-19 year olds earned a median usual weekly earning of just \$435 and 20-24 year olds \$576.

Given what we know in terms of the relationship between education, employment, and homelessness San Diego will:

- ✓ Prioritize access to educational supports to promote school retention and success among unaccompanied homeless students or those at elevated risk for homelessness such as students who are pregnant or parenting.
- ✓ Provide access to housing services and support living expenses for youth who are experiencing homelessness who want to, or are already completing a college education.
- ✓ Facilitate opportunities for sustained collaboration at local and regional levels between school districts, post-secondary education institutions, homeless service providers, and workforce development organizations including Workforce Innovation & Opportunity Act (WIOA) providers and businesses.
- ✓ Help youth build connections and supports to people who can help them navigate educational, employment and entrepreneurship opportunities.
- ✓ Create a continuum of opportunities from unpaid work experience and job shadowing through paid internships, on-the-job training, apprenticeships and employer subsidies such as Hire-A-Youth.
- ✓ Include skill building programs that prepare youth for multiple options to economic self-sufficiency including entrepreneurship and self-employment.
- ✓ Provide integrated case management and employment services that are individualized and include, but go beyond, assisting with work-readiness and job searches and include social-emotional supports and support for childcare, transportation, and other costs.

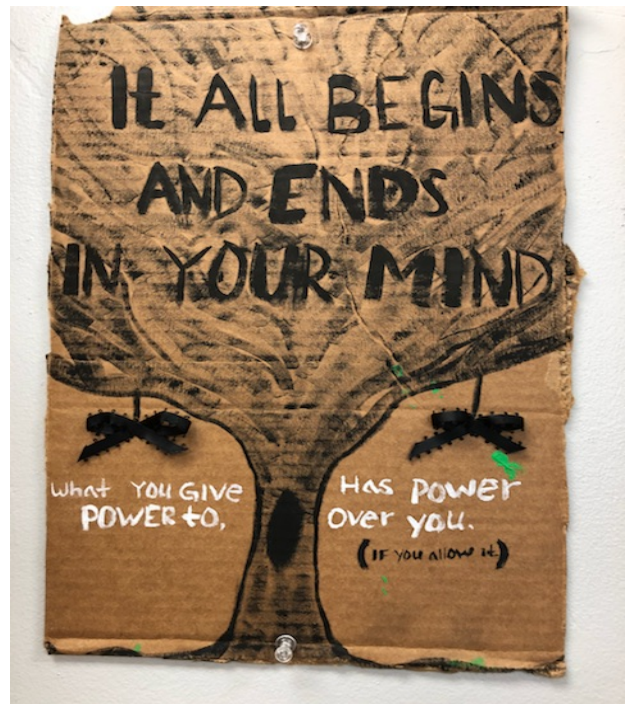


Photo Credit: SDYS, TAY Academy Art Work

Understanding Youth Homelessness – Our Story in Words and Numbers

One of the challenges in understanding the scope and scale of youth homelessness in San Diego County is the difficulty in collecting data on youth and young adults experiencing homelessness. Youth who experience homelessness are a ‘hidden’ population that have a difficult time accessing services related to education, medical care, employment, and housing. However, based upon multiple data sources including the PiTC, stories, and interviews with youth we can start to build our understanding of youth populations who are at-risk for, and experiencing homelessness, and use this understanding to prevent and end youth homelessness. We can:

- Estimate numbers of homeless youth;
- Consider pathways to youth homelessness, and their impacts;
- Look at population and special population demographics and characteristics;
- Discuss needs in terms of housing, education, employment, entrepreneurialism, social and emotional wellbeing, and;
- Propose solutions to prevent and end youth homelessness.

Estimating numbers: Since 2015, the Regional Task Force on the Homeless has conducted a youth count that was separate and different from the general Point-in-Time Count (PiTC) endeavor. This youth PiTC was intended to begin the process of understanding youth as a distinct group who experience homelessness and face unique barriers to obtaining and maintaining permanent housing. Starting in 2017 unstably housed youth were included in our survey, with this year serving as a baseline for tracking changes.



Photo Credit: San Diego Regional Taskforce on the Homeless

The 2018 Youth PiTC: **Counted 928 unaccompanied homeless youth of which:**

813 were sheltered or unsheltered

115 were unstably housed

The number of unaccompanied youth experiencing homelessness and at-risk were both lower in 2018 than in 2017. Overall, youth represent 9% of those experiencing homelessness in San Diego (813 out of 8,576) and 13% of the unsheltered population (659 out of 4,990) who were counted in the 2018 PiTC.³²

³² A discussion of changes in the youth PiTC numbers is provided in the Appendix and includes context such as the impact of the Hepatitis A outbreak and fluctuation in youth provider engagement.

Total de-duplicated youth clients served by through HUD funded programs in 2016 and 2017
Source: San Diego HMIS Report

	<i>All</i>	<i>Unaccompanied Minor Youth 14-17</i>	<i>Single Parents</i>
2016	2,246	485	473
2017	3,239	1,015	493
2016 and 2017	4,228	1,376	634

HMIS data as summarized in the chart indicates that the number of youth experiencing, and at-risk of homelessness in San Diego is considerably higher than the PiTC would suggest.

San Diego County Department of Education (SDCOE) data enhances our understanding, expanding the number of unaccompanied minors experiencing homelessness. **In school year 2016/17, 539 students experienced homelessness on their own.** San Diego's youth and young adults at-risk of future homelessness as unaccompanied youth include those who are represented in one or more of these populations:

- **Young adults, 18-24 years, living 100% or below poverty in San Diego County - 70,000+³³**
- **Disconnected young adults who are neither employed nor in school - 40,000+³⁴**
- **Youth and young adults who are on community supervision - 6,000+³⁵**
- **Youth ages 18 and under experiencing homelessness with their families - 22,000+³⁶ according to SDCOE³⁷.**
- **6,650+ under 18 who were with their families accessing services through HMIS³⁸.**
- **Young women who gave birth at age 19 or younger - 7,500+³⁹**
- **Survivors of sex trafficking - 15,000+⁴⁰**

³³ US Census Estimates

³⁴ 2018 San Diego Workforce Partnership Report

³⁵ Approximately 3,600 juveniles and 2,500 young adults 18-24 are supervised by San Diego County Probation Department annually per 2016 report.

³⁶ In the 2016/17 School Year, San Diego County Office of Education (SDCOE) reported 23,306 students experiencing homelessness with their families.

³⁷ 2015-2016 and 2016-2017 Annual Homeless Data Reports for San Diego County school districts produced by SDCOE.

³⁸ 2018 HMIS data provided by RTFH.

³⁹ County HHSA Maternal and Child Health Data indicated 1,488 births to mothers under 19 years in 2016 (plus 7,292 to mothers age 20-24 a subset of whom would also be vulnerable). Estimated population of 7,500 at-risk was established by taking a one-year count and multiplied by five.

⁴⁰ Report on Sex Trafficking estimated between 3,417 to 8,108 victims per year in San Diego. Estimated population of 15,000 determined by taking a lower than estimated number and multiplying by five (years). Carpenter, A. C. and Gates, J. (2016). The Nature and Extent of Gang Involvement in Sex Trafficking in San Diego County. San Diego, CA.

How Did We Get Here? Pathways to Housing Instability Among San Diego Youth

As findings from the Chapin Hall VoYC research suggests - **youth homelessness is not an event.**

“It is preceded by and contextualized within often chronic and deeply complex structural, familial and personal challenges including poverty, cycles of violence, abuse, neglect, societal and familial stigma and discrimination, mental health and addiction, and youth’s own struggles and development processes. Understanding the circumstances or pathways that lead to youth experiencing homelessness is essential both in supporting individual youth and in developing a system of care that is responsive to the need of San Diego’s youth.”⁴¹

Seventy percent of San Diego youth who took part in VoYC in-depth interviews said that their homelessness began between the ages of 13-18, 15% stated it began between the ages of 9-12 and 15% identified their homelessness to begin between the ages of 19-21.⁴²

San Diego’s 2018 PiTC survey asked youth to identify the primary cause of their homeless. Only 60% of respondents identified a primary cause: **More than half of those (30%) provided a primary cause relating to family or relationships, including 20% for “kicked out/run away”.** Many youth gave economic reasons, “money issues” or “loss of a job”, as the primary cause of their homelessness.

One of the limitations of PiTC data is that it doesn’t reflect how complex and individualized pathways to youth homelessness are. After completing 215 in-depth interviews with youth experiencing homelessness across five communities, including 40 with youth in San Diego County, Chapin Hall concluded that family related issues were core to housing instability in every single case. Youth talked of foster care placements (38%), family homelessness (24%) and death of parent (35%), typically detailing multiple interconnected experiences with no single clear event or cause. Also, while most youth didn’t experience unaccompanied homelessness until they were in their late teens, many said that their experience of housing instability started when they were much younger.

Nearly a quarter of youth interviewed (24%) experienced homelessness in their families before becoming homeless on their own: **32% of youth interviewed in San Diego identified their housing instability as beginning between the ages of 9-15 with experiences of family homelessness and multiple foster care or group home placements.**

University of San Diego and Point Loma Nazarene University.

⁴¹ Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.

⁴² Ibid.

Youth histories show that there are intersecting influences across multiple levels – individual, peer, family and system – that play a part in contributing to housing instability and homelessness. While each youth has their own unique journey, all experienced different risk and protective factors including traumatic or adverse experiences, mental health and substance use, relationships with peers and family, and access (or most likely lack of access) to opportunities and resources. A study by the National Incidence Studies of Missing, Abducted, Runaway, and Thrownaway Children using the National Household Survey of Youth included a question on how youth became homeless for the first time, responses were: Kicked out or asked to leave – 51%; Unable to find a job - 25%; Physically abused or beaten – 24%; and Problems at home due to caregiver drug or alcohol abuse – 23%.⁴³

Research has found that youth who experience home relationships characterized by parental drug and alcohol use, domestic violence, parental mental health are at increased risk of homelessness.⁴⁴ Family conflict itself is linked to a range of individual-level issues; parent re-partnering, domestic and family violence, alcohol and drug use, relationship breakdown, as well as systematic abuse and neglect.⁴⁵

Family bias and bigotry can lead to family conflict and experiences of rejection. Of the youth who participated in the in-depth interviews conducted in San Diego, youth who identified as LGBTQ, as well as, African American were more likely to experience discrimination and stigma from family, 64% and 57% respectively. Some youth also reported feeling rejected by a parent who chose a new intimate partner over them, resulting in the youth getting kicked out or running away. At the same time, youth who reunify with family or who sustain or rebuild positive relationships with family are less likely to return to homelessness. Youth who reunify with family are more likely to find and maintain employment, complete education, reduce criminal behavior and involvement in the criminal justice system, and safer and reduced substance use.⁴⁶

Incorporating family engagement as a guiding principle, partnering with cross sector stakeholders including CWS and Probation, and prioritizing strategies that strengthen, stabilize and reunify families are means by which San Diego proposes to prevent and end youth homelessness.

⁴³ Benoit-Bryan, J. (2011). The Runaway Youth Longitudinal Study. National Runaway Switchboard.

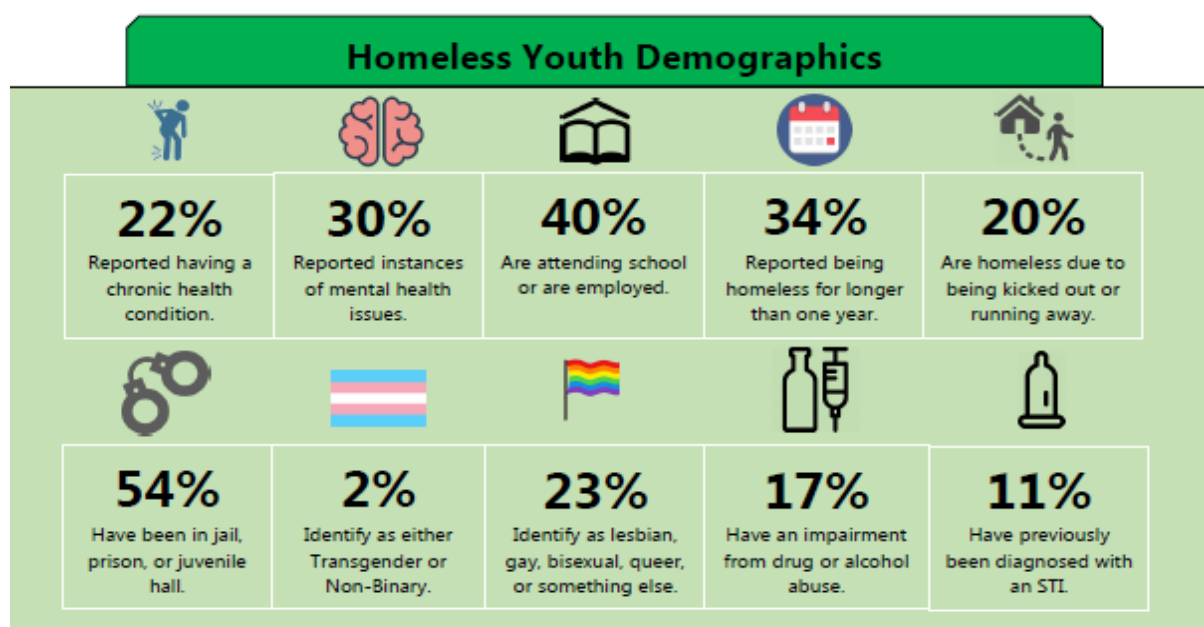
⁴⁴ Heinze, H. J., Jozefowicz, D. M. H., & Toro, P. A. (2010). Taking the youth perspective: Assessment of program characteristics that promote positive development in homeless and at-risk youth. *Children and Youth Services Review*, 32(10), 1365-1372.

⁴⁵ Barker, J. (2016). Chapter 26 - Conceptualizations of youth homelessness and the role of the family. A Furlong (ed). *Routledge Handbook of Youth and Young Adulthood* (2nd ed).

⁴⁶ Karabanow, J., Naylor, T. (2013) *Pathways Towards Stability: Young People's Transitions Off of the Streets* in Gaetz, S., O Grady, B., Buccieri, K., Karabanow, J. & Marsolais, A. (Eds.), *Youth Homelessness in Canada: Implications for Policy and Practice*. Toronto: Canadian Homelessness Research Network Press.

Youth Homelessness, Demographics and Risk Factors

The demographics highlighted in the Homeless Youth Demographics diagram below serve to highlight some of the needs of youth and young adults experiencing homelessness relating to health and wellness, support for education as well as services that are tailored to youth who are LGBTQ and/or who have been in jail, prison or juvenile hall. **More than one in three of San Diego's youth and young adults reported being homeless for more than one year – meeting the definition of chronic homelessness.**



Demographics of Homeless Youth

Source: VoYC San Diego County Brief Youth Survey Report, 2017

Ethnicity	Frequency	Percentage	Gender	Frequency	Percentage
Hispanic	113	31.9	Female	119	33.6
Black	97	27.4	Male	198	55.9
White	70	19.8	Transgender	1	0.3
Multi-Racial	23	12.2	Other/Missing	36	10.2
Age	Frequency	Percentage	Age	Frequency	Percentage
13 to 15	36	10.2	18-20	30.5	108
16 or 17	33	9.3	21-25	46.9	166

Risk factors highlighted in the table below point to the need for services and supports in the areas of education, employment and entrepreneurialism, as well as, the prevalence of special populations: justice involved; pregnant or parenting; experience in foster care.

Risk Factors of Homeless Youth Surveyed Source: VoYC San Diego County Brief Youth Survey Report, 2017		
Risk Factors	Frequency	Percentage
No High School Diploma or GED	89 (out of 274)	32.5
Unemployed (18-25 years)	197 (out of 274)	71.9
Both unemployed and not in school (18-25 years)	153 (out of 197)	55.8
Spent time juvenile hall, jail or on probation (all)	155 (out of 354)	43.7
Spent time in foster care (all)	117 (out of 354)	33.1
Both history of foster care and juvenile justice (all)	61 (out of 354)	17.3
Pregnant or parenting (female)	47 (out of 119)	39.5
Custodial parent (female)	29 (out of 47)	61.7

Special Populations

San Diego recognizes that some populations of youth and young adults are at higher risk of homelessness or have unique needs that warrant special attention and response. We have conducted focus groups, community sessions, and reviewed our data to understand these special populations so we can center them in our local response to youth homelessness. The following sections highlight local findings, national research and provide suggestions on how the needs of special populations can be met through the CoC.



Photo Credit: Urban Street Angels/8 West

Unaccompanied Minors

There are 42 school districts in San Diego County, of which 40 consistently report that they have a population of homeless students, ranging in size from fewer than 10 (smaller districts) to more than 8,000 (San Diego Unified School District). Among the homeless student population are unaccompanied minors who are not living with their families. **In the 2016/17 School Year, San Diego County Office of Education (SDCOE) reported 23,845 students experiencing homelessness, of which 539 were unaccompanied minors.**



Photo Credit: Urban Street Angels/8 West

The majority of San Diego's unaccompanied minors are high school youth who have left or been kicked out of home, and who are couch surfing or doubling up in the home of a school friend or extended family member. There are also increasing reports of students who are homeless and unaccompanied as a result of their parents being deported, including younger students.⁴⁷

The 2018 Youth Point-in-Time Count (PiTC) for San Diego County reported 138 youth under 18 years old experiencing homeless:

- 75 unsheltered;
- 17 sheltered; and
- 46 unstably housed.

HMIS data for 2016 and 2017 shows that unaccompanied minors numbered 1,015, or 33% of the total de-duplicated clients served by HUD-funded services. Of these, 71% were served through street outreach and fewer than 10 youth (1%) were provided a housing resource.

⁴⁷ Interview with Susanne Terry, SDCOE Project Specialist for Foster Youth and Homeless Education Services.

Comparison of education outcomes for homeless students in San Diego with the general population, as illustrated in the following table suggests a need for targeted support.

2017-2018 Student Outcomes - Youth served in San Diego County School Homeless Programs compared to All Students

Source: California Department of Education Data Quest

	All Students	Homeless Students
Chronic Absenteeism	11%	27%
Suspension rate	2.8%	5.5%
Graduation rate	81%	57%
University California/CSU prepared	47%	20%

Unaccompanied minors report family dysfunction as the main reason they no longer live at home. Family dysfunction often includes issues related to blended families, substance abuse, pregnancy, sexual activity, and/or sexual orientation or gender identity. Some youth in San Diego are forced to leave their families when the family becomes homeless and is unable secure shelter that can accommodate all family members. In addition to a lack of safe and stable housing, unaccompanied minors face many barriers that can make their situations especially risky and stressful including:⁴⁸

- Lack of support or permanent connection with a caring adult
- Lack of basic needs, including food and medical care
- Lack of consistent access to bathing and laundry facilities
- Emotional crises/mental health issues due to experiences of trauma
- Lack of access to school records and other paperwork
- Lack of school supplies and clothing
- Employment that may interfere with school attendance and homework completion
- Irregular school attendance and difficulty accumulating credits due to school mobility
- Lack of reliable transportation
- Concerns about being reported to child welfare and/or law enforcement agencies

In the VoYC conducted in San Diego in the summer of 2016, 69 unaccompanied minors were surveyed. Of these, 54 (78%) had not been in the foster care system, highlighting the need to support a population of younger youth who are homeless but don't have access to the housing or other resources that are only available to foster youth.⁴⁹

⁴⁸ McKinney-Vento Law into Practice Brief Series – Supporting the Education of Unaccompanied Students Experiencing Homelessness

⁴⁹ Chapin Hall at the University of Chicago. (2017, September). *Youth Homelessness in San Diego County, California: Findings from the Youth Count, Brief Youth Survey, and Provider Survey*. Technical report from the Voices of Youth Count Initiative. Chicago, IL: Chapin Hall at the University of Chicago.

Suggestions: District staff working with the unaccompanied minor population and homeless service providers shared suggestions regarding the needs of younger unaccompanied youth, these are:

- ✓ **Expand and enhance housing services and programs for unaccompanied minors who are not in foster care.** Examples include: short term emergency shelter; community housing, resource families, or host homes in areas throughout the County so youth can remain in school.
- ✓ **Provide diversion and prevention services aimed at improving education and employment outcomes.** Examples include: financial assistance for post-secondary education; support for unaccompanied minors at-risk of not graduating from High School; internships, apprenticeships and job training opportunities; and support and education for resource families.
- ✓ **Expand and enhance services that support social emotional wellbeing and permanent connections.** Examples include: trauma-focused mental health; and mentoring.
- ✓ **Capacity building and system change efforts that enhance youth voice, eliminate barriers to services and prevent victimization.** Examples include: youth engagement in regional coordination; training for host or resource families in trauma informed care, cultural competency and how to work with LGBTQ youth.



Photo Credit: Urban Street Angels/8 West

Youth connected to the Foster Care System

Approximately one-third of San Diego’s youth experiencing homelessness have foster care experience.⁵⁰ Of these:

- 32% were African American/Black
- 53% had been in juvenile detention, jail or prison

Foster youth generally experience adversity at higher rates than other youth indicating a need for services that are trauma informed and which promote healing:⁵¹

- 31% caregiver's death
- 39% exchange of sex for basic needs
- 46% forced to have sex with someone

Education outcomes of foster students in San Diego suggests a need for prevention and diversion strategies aimed at this population. Foster students are more likely to be chronically absent and be suspended, and less likely to graduate, be UC/CSU prepared, or meet standards for English or math, than their peers not in foster care.

2017-2018 Student Outcomes - Youth served in San Diego County School Foster Program compared to All Students.

Source: California Department of Education Data Quest

	All Students	Foster Students
Chronic Absenteeism	11%	29%
Suspension rate	3%	14%
Graduation rate	81%	57%
University California/CSU prepared	47%	11%
Meeting standards for English Language Arts	84%	49%
Meeting standards for Math	71%	42%

Foster youth are more likely to become homeless, incarcerated, and unemployed, or to experience physical, developmental, behavioral, and mental health challenges.⁵² Some youth experience homelessness after running away from a foster care placement. Teenage girls in the foster care system are twice as likely to get pregnant before turning 19, than teenage girls who are not in foster care.⁵³

⁵⁰Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.

⁵¹ Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.

⁵² Norweeta G. Milburn et al., “Adolescents Exiting Homelessness Over Two Years: The Risk Amplification and Abatement Model,” Journal of Research on Adolescence, 19(4) 2009.

⁵³⁵³ Courtney, ME., Dworsky, A., Ruth, G., Keller, T., Havlicek, J., Bost, N. (2005). Midwest Evaluation of the Adult Functioning of Former Foster Youth: Outcomes at Age 19. Chapin Hall Center for Children at the University of Chicago.

Among the populations at risk for becoming homeless are youth who age out of foster care. One of the challenges faced by young people aging out of foster care is finding a safe and affordable place to live. Unlike their peers who continue to live with or receive financial assistance from their parents, many of these former foster youth often struggle just to keep themselves housed. The dynamics of being in foster care are not conducive to learning the necessary life skills that their peers in more stable environments generally gain.

While in foster care, youth may not have had adequate supports to help them cope with negative experiences and trauma that led to their removal from their family, and possible traumatization while in the system. Also, multiple placements with foster families and group homes, and the resulting residential and school mobility, can make it difficult for youth in foster care to build connections to caring adults and to progress in school.

1 in 30 adolescent minors ages 13 to 17 endures some form of homelessness in a year. A quarter of the prevalence involves couch surfing only.

Morton, M.H., Dworsky, A., & Samuels, G.M. (2017). *Missed opportunities: Youth homelessness in America. National estimates*. Chicago, IL: Chapin Hall at the University of Chicago.

Suggestions: Former foster youth and service providers gave needed feedback on current services, including what is working, gaps and barriers, and suggestions for future actions. Long waitlists for housing services were identified as a significant barrier especially for older youth, who risk becoming ineligible due to age restrictions before they reach the top of the list. Suggestions for how to best meet the needs of foster youth include:

- ✓ **Provide diversion and prevention services aimed at improving education and employment outcomes.** Examples include: financial assistance for post-secondary education; support for unaccompanied minors at-risk of not graduating from High School; internships, apprenticeships and job training opportunities; and support and education for foster families or resource families.
- ✓ **Expand and enhance services that support social emotional wellbeing and permanent connections.** Examples include: trauma-focused mental health; drop in centers/TAY Academies with expanded hours; and mentoring.
- ✓ **Capacity building and system change efforts that enhance youth voice, eliminate barriers to services and prevent victimization.** Examples include: youth engagement in regional coordination; training for foster families in trauma informed care, cultural competency and how to work with LGBTQ youth; and advocacy with child welfare and the foster care system.

Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Youth

In the 2018 San Diego County Youth Point-in-Time Count (PiTC), 23% of survey respondents identified as LGBTQ and two% as transgender or non-binary.

Research indicates that LGBTQ populations are at higher risk of experiencing homelessness and are over-represented among youth experiencing homelessness compared with their non-LGBTQ peers.⁵⁴ According to the VoYC Report, *Missed Opportunities: LGBTQ Youth Homelessness in America*, LGBTQ youth had more than twice the risk of experiencing homelessness compared to youth who identified as heterosexual and cisgender. The paper includes several key findings about their experiences that point the way toward policies, systems, and services that LGBTQ youth need:

- Youth who identified as both LGBTQ and black or multiracial had some of the highest rates of homelessness.
- Among youth experiencing homelessness, LGBTQ young people reported higher rates of trauma and adversity and more than twice the rate of early death.
- Transgender youth often face unique and more severe types of discrimination and trauma.

The research also showed that most LGBTQ youth became homeless not in the immediate aftermath of “coming out” but in large part as the result of family instability and frayed relationships over time. Lastly, young people's sense of whether service agencies, shelters, community centers, and schools were safe and affirming spaces for LGBTQ youth often informed their decisions about whether to engage with them, especially with the reality of higher rates of victimization and the prevalence of discriminatory language in multiple public and private spaces.⁵⁵

San Diego VoYC in-depth interviews showed that LGBTQ youth reported higher rates of adverse experience suggesting a need for trauma informed care and interventions that support healing and emphasize safety:

- 93% - physically harmed by someone, nearly twice as much as heterosexual youth
- 57% - physically harming someone or oneself, nearly four times more than heterosexual youth
- 43% - forced to have sex with someone, nearly four times more than heterosexual youth
- 64% - experience discrimination of stigma, twice more than heterosexual youth

⁵⁴ Morton, M. H., Samuels, G. M., Dworsky, A., & Patel, S. (2018). *Missed opportunities: LGBTQ youth homelessness in America*. Chicago, IL: Chapin Hall at the University of Chicago.

⁵⁵ Ibid.

Anxiety and depression impact LGBTQ youth at far greater rates than the youth population as a whole. LGBTQ youth are four times more likely to attempt suicide and experience suicide ideation, and questioning youth are three times more likely to attempt suicide than their peers.⁵⁶ Additionally, the toll of trauma, substance use, and mental health issues, coupled with lack of access to medical care, can manifest in chronic health concerns, such as obesity, asthma, diabetes, or other chronic illness. Some studies have found that LGBTQ youth experiencing homelessness are more likely than heterosexual youth to use survival sex for a place to stay.⁵⁷

The 2016 VoYC data suggests that LGBTQ youth who are homeless may be more likely to experience juvenile detention, jail, or prison, than those who are heterosexual: 51% of LGBTQ youth, compared to 45% of youth who indicated they were heterosexual.

Suggestions: LGBTQ youth and service providers provided feedback on current services, including what is working, gaps and barriers, as well as, suggestions for future actions. Barriers to access were identified such as age limitations, cultural competency, trauma informed care, transportation, and lack of trust. Suggestions based upon focus group input include:

- ✓ **Make it easier for LGBTQ youth to access services:** Examples include: provide bus passes or deliver services where youth are; conduct targeted outreach to LGBTQ youth who are victims of crime including domestic violence, commercial sexual exploitation or human trafficking; and provide safe spaces where gender identities are respected.
- ✓ **Expand and enhance housing services and programs throughout San Diego County that are aimed at LGBTQ youth:** Examples include: emergency shelter beds; housing and supportive services for transitioning youth; and housing in North and East regions.
- ✓ **Expand and enhance supportive services and positive youth development opportunities for LGBTQ youth.** Examples include: Peer mentoring; mental health services and suicide prevention; educational support; and employment services and opportunities that engage LGBTQ-friendly assets, such as Uptown Business Association.
- ✓ **Enhance and expand supportive services for families and friends of LGBTQ youth.** Examples include: Support for family reunification and resources to help parents and chosen families of LGBTQ youth.
- ✓ **Build network and provider capacity to engage and support LGBTQ youth who are experiencing homelessness or at-risk:** Examples include: Ensure that LGBTQ youth are present and active in decision making; recruit LGBTQ staff with lived experience; and provide additional and robust training on topics such as the needs of transgender youth, safety and security of LGBTQ youth, and trauma-informed care.

⁵⁶ <http://www.advocate.com/health/2016/3/18/how-our-intolerant-society-contributes-lgbt-mental-disorders>

⁵⁷ <http://williamsinstitute.law.ucla.edu/wp-content/uploads/Serving-Our-Youth-June-2015.pdf>

Pregnant and Parenting Youth

Unmarried parenting youth have three times the risk of homelessness than their non-parenting peers.⁵⁸

The 2018 San Diego County Youth Point-in-Time Count (PITC), identified 40 youth experiencing homelessness who were pregnant and parenting.

San Diego's HMIS data indicates that 493 single parents were served in 2016 and 2017.

During the VoYC conducted in the summer of 2016, 349 San Diego youth experiencing homelessness were surveyed; of these 82 were pregnant, had a pregnant partner or were parenting.

VoYC in-depth interviews provided insight into youth pathways to homelessness. Interviewees who were pregnant or parenting indicated that their separation from family was usually the result of a gradual escalation of conflict, rather than an immediate reaction to the disclosure that they were pregnant. Also, that it was especially challenging for parenting couples who were experiencing homelessness together to find housing options that would keep the family intact.

"We couldn't really find any programs tailored to families. It was mostly just single moms or, like, domestic violence cases, so that was really tough trying to find any housing."

Cassidy and John from VoYC In-depth Interview conducted in San Diego (Cassidy and John are pseudonyms)

The 2018 Report on *San Diego's Progress in Reducing Youth Disconnection*, produced by the San Diego Workforce Partnership, indicates that 26% of female youth who are disconnected from education and employment are also pregnant and parenting.⁵⁹

Youth and young adults who are homeless and pregnant or parenting often have complex histories that include justice involvement, behavioral health needs, and limited educational success.⁶⁰ Living as a homeless youth or young adult can be dangerous, even more so for young women who are pregnant, and for those who are parenting a small child. The instability of moving from place to place is not conducive to healthy pregnancies or successful parenting where the first three years of a child's life are a critical time for cognitive, physical and social development. A recent study of homeless families found that 93% of mothers had experienced at least one trauma, and 81% had

⁵⁸ Morton, M.H., Dworsky, A., & Samuels, G.M. (2017). *Missed opportunities: Youth homelessness in America. National estimates*. Chicago, IL: Chapin Hall at the University of Chicago.

⁵⁹ http://workforce.org/sites/default/files/pdfs/reports/industry/oppsd_bifold_2018_online.pdf

⁶⁰ Review of case files and interviews with Home Start Maternity Group Home staff.

experienced multiple traumatic events. Such trauma puts them at greater risk of homelessness with their children and complicates their efforts to move out of homelessness and maintain stable housing. Twenty to 50% of women experiencing homelessness cite intimate partner violence as the primary cause of their homelessness.⁶¹

Expectant and parenting youth face the dual challenge of meeting their own developmental needs and the needs of their infants and children.⁶²

A San Diego YAB representative, who is also a peer counselor at a local maternity housing program, stressed the need to recognize the risk of relationship violence among pregnant and parenting youth who are homeless, and/or exchanging sex for shelter as part of their survival strategy.



Photo Credit: Home Start, Inc. Maternity Shelter Program

Suggestions: Pregnant and parenting youth provided feedback on current services, including what is working, gaps and barriers, and suggestions for future actions. Barriers to access were identified such as age limits and restrictions, waitlists for programs, childcare, transportation, lack of financial resources and location and scheduling of services. Suggestions for how to best meet the needs of pregnant and parenting youth based upon focus group input include:

- ✓ **Provide a spectrum of housing options to young parents who are experiencing, or at-risk for, homelessness.** Examples include: Short-term housing assistance/Rapid Re Housing and paired housing as diversion and prevention approaches for young parents; emergency shelters and housing programs that welcome parenting fathers; and housing for pregnant parenting domestic violence or crime victims.
- ✓ **Sustain and enhance access to services that support wellness and self-sufficiency of**

⁶¹ Bassuk, Ellen L., DeCandia, Carmela J., Beach, Corey Anne, Berman, Fred. (2014). *America's Youngest Outcasts: A Report Card on Child Homelessness*. American Institutes for Research. <http://www.air.org/sites/default/files/downloads/report/Americas-Youngest-Outcasts-Child-Homelessness-Nov2014.pdf>

⁶² Harper Browne, C. (2015, August). Expectant and parenting youth in foster care: Addressing their developmental needs to promote healthy parent and child outcomes. Washington, DC: Center for the Study of Social Policy.

pregnant and parenting youth experiencing homelessness and their children. Examples include: Quality childcare and early childhood development services such as in-home parent education; individual and family therapy and self-help groups with emphasis on empowerment; provide bus passes or help set-up and pay towards driver's license, registration and insurance, and basic needs such as food, clothing and baby supplies.

- ✓ **Get creative and establish job development and employment training opportunities and support that meet the unique needs of young parents.** Examples include: Employment specialists to reach out to employers and help identify or create parent-friendly job opportunities; work-readiness, job skills and entrepreneurialism training that is trauma-informed and tailored for young mothers experiencing homelessness; and internship and externship opportunities paid with cash and/or Visa gift cards.
- ✓ **Develop programming that is coordinated, flexible, access and youth-driven.** Examples include: Expand focus on diversion and prevention for pregnant and parenting youth at-risk for homelessness (i.e. financial assistance and short-term housing support); support pregnant and parenting youth who are “aging or timing out” of services by providing a “warm hand-off”, or extending length of stay; and address barriers to access such as transportation for youth in rural communities.



Photo Credit: Home Start, Inc.

Justice Involved Youth

Approximately 3,600 juveniles and 2,500 young adults 18-24 were supervised by San Diego County Probation Department in 2016⁶³, representing a population that is at increased risk for homelessness and with unique challenges and barriers.

We know that youth with justice involvement represent a significant percentage of those experiencing homelessness. **The 2018 San Diego County Youth Point-in-Time Count (PiTC) surveyed 235 youth experiencing homelessness and found that more than half (54%) had a history of justice involvement: 30 % had been in prison or jail and 24% in juvenile hall.**

Many of San Diego's youth experiencing homelessness have a history of engagement with both the justice and child welfare systems. The 2016 VoYC Youth Count surveyed 343 youth and young adults experiencing homelessness in San Diego. Of these, 45% had a history of justice involvement (been in juvenile detention, jail or prison), and 20% had experience of both justice and foster care⁶⁴. VoYC in-



Photo Credit: SDYS, TAY Academy Youth Art Work

depth interviews further indicate the experience of trauma among youth who had been justice involved. San Diego youth with a history of juvenile justice reported high rates of physically harming someone or themselves (36%), experience of a caregiver's death (29%), involvement with a gang (21%) and being forced to have sex with someone (43%).⁶⁵

We know that homelessness contributes to the risk for incarceration, and incarceration contributes to higher risks of homelessness. In addition, those

experiencing homelessness are found to be

arrested more often, incarcerated longer, and re-arrested at higher rates than people with stable housing.⁶⁶ Upon release, many individuals struggle with basic life necessities, facing barriers to

⁶³ https://www.sandiegocounty.gov/content/dam/sdc/probation/docs/SD_ProbationAnnualStatisticalReportCY2016.pdf

⁶⁴ Chapin Hall at the University of Chicago. (2017, September). *Youth Homelessness in San Diego County, California: Findings from the youth count, brief youth survey, and provider survey*. Technical report from the Voices of Youth Count Initiative. Chicago, IL: Chapin Hall at the University of Chicago.

⁶⁵ Voices of Youth Count (2017). *San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews*. Chapin Hall at the University of Chicago: Chicago, IL.

⁶⁶ Metraux S, Caterina R, Cho R. "Incarceration and Homelessness" Toward Understanding Homelessness: The 2007 National Symposium on Homelessness Research. Ed. Deborah Dennis, Gretchen Locke & Jill Khadduri. Washington DC.

obtaining housing, income and employment due to their criminal background. Such barriers can prolong the cycle of homelessness, arrest and incarceration⁶⁷. California legislation Proposition 47

Members of the YAB suggest that arrests and incarcerations for acts, which they feel are necessary survival and coping mechanisms, are effectively criminalizing homelessness and create a revolving door of homelessness and justice involvement for many young people.

US Department of Housing & Urban Development, 2008.
<http://works.bepress.com/metraux/1>

which reduced certain drug possession felonies to misdemeanors is believed to have had an unanticipated consequence of increasing the number of homeless individuals with justice engagement.

Likewise, discrimination in housing and other public benefits poses a barrier to the prevention of homelessness among justice involved youth. The U.S. Department of Housing and Urban Development (HUD) bars people with two types of felony convictions from public housing, and the U.S. Department of Health and Human Services prohibits people with certain drug convictions from ever receiving Temporary Assistance for Needy Families (TANF), as well as, food stamps.⁶⁸

These barriers contribute to youth homelessness in San Diego. Similarly, a group of incarcerated males who took part in a 2017 focus group as part of County of San Diego's Behavioral Health Needs Assessment, shared their experience of homelessness. They discussed the condition of probation and parole, which prevents them from associating with people with criminal records, as a barrier to finding housing – pointing out that in some cases, this meant they could not go home because another family member with a criminal record was already living there.

Suggestions: Youth and service providers provided feedback on current services, including what is working, gaps and barriers, and suggestions for future actions. Barriers to access were identified such as age limitations, cultural competency, trauma informed care, transportation, and lack of trust. Suggestions for how to best meet the needs of youth experiencing homelessness who have justice involvement are:

- ✓ **Provide housing support specifically for justice involved youth.** Examples include: Supportive foster home placements, including with relatives/non-relatives for minors; targeted transitional housing; and permanent supportive housing.
- ✓ **Sustain or expand access to diversion and prevention services.** Examples include:

⁶⁷ Greenberg, G, Rosenheck, R. (February 2008.) Jail Incarceration, Homelessness, and Mental Health: A National Study. Psychiatric Services 59 (2): 170-177. HCH Clinicians' Network. Keeping Homeless People Out of the Justice System. Healing Hands 8(6): Dec. 2004.
http://www.nhchc.org/Network/HealingHands/2004/HealingHands12_17_04.pdf

⁶⁸ Drug Testing and Crime-Related Restrictions in TANF, SNAP, and Housing Assistance, Congressional Research Service (2016) retrieved from <https://fas.org/sgp/crs/misc/R42394.pdf>

Alternatives to Detention (ATD) programs; family finding and reunification; and court advocacy services.

- ✓ **Expand and enhance services that support recovery, rehabilitation and self-sufficiency such as youth employment.** Examples include: Spectrum of substance abuse prevention and treatment programs; wraparound services; community-based transition centers; and a system of employment and work-readiness opportunities, such as quality education and training programs while in custody, outreach to employers willing to hire and train young adults with justice involvement, and support of continued educational attainment to help youth establish pathways to careers.
- ✓ **Capacity building and system change efforts that would reduce barriers to accessing housing and employment.** Examples include: Expand visiting hours in juvenile detention facilities as a way to support family engagement or access to positive role models; create one-time shops for probation and supportive services⁶⁹; training in trauma informed care, cultural competency, and needs of LGBTQ youth; advocacy to eliminate restricted access to housing for youth with convictions; support policy change relating to parolees and/or probationers associating with peers (i.e. so they can share housing upon release).



Photo Credit: San Diego YAB

⁶⁹ County Probation indicates that this change has already been made with visiting hours and persons allowed to visit (i.e. siblings) both expanded in recent years.

Human Trafficking and Commercial Sexual Exploitation, Victims of Domestic Violence

A special population to be served through San Diego's CCP are those who are fleeing dangerous or life-threatening situations. This includes youth who are escaping domestic violence and/or sexual assault, who trade sex for housing ("survival sex"), who are escaping sex trafficking, and who experience violence or threats of violence because of sexual orientation or gender identity.

The 2018 Youth PiTC indicates that 5% of the unsheltered youth population in San Diego identified domestic violence or abuse as the primary cause for their homelessness.

San Diego's HMIS data indicates that 151 victims of domestic violence and 18 victims of human trafficking were served in 2016 and 2017.

Twenty-four percent of youth who took part in the VoYC in-depth interviews in San Diego reported that they exchanged sex for a place to stay, and 68% reported experiencing physical harm from another person.⁷⁰ Multiple youth discussed how their ability to access shelters provided a critical alternative to sexually exploitive living arrangements. This signals the important need such services fill in reducing youth's exposure to high-risk and potentially harmful situations.

One of the most comprehensive reports on sex trafficking was conducted in San Diego County and provides insights into the extent of the problem as well as the connections between human trafficking and homelessness. *"Measuring the Nature and Extent of Gang Involvement in Sex Trafficking in San Diego"* focused on one of the most understudied aspects of human trafficking in the United States: street gangs as facilitators of sex trafficking.⁷¹ Some of the key findings from this report that inform the CCP are:

- Estimated 3,417 to 8,108 sex trafficking victims per year in San Diego.
- 16 years old is the average age of entry into commercial sexual exploitation.

"A lot of times when youth are being victimized by traffickers, we are brainwashed into believing it's "the life, and it's everything" only because we're making so much money, we can support our need for drugs and alcohol. But, if we don't catch a date and make that money for another night in a hotel room, we're screwed and we're ultimately homeless for the night or just walking the streets to catch a date. Along with that we often don't consider ourselves to be "victims" either. I put up with all the black eyes, busted lips etc. because I would rather be doing what I wanted instead of being at home with my alcoholic mom and her boyfriend. There is no telling how many other young women are out there who feel the same".

San Diego YAB Member

⁷⁰ Compared to 16% of the full IDI sample. Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.

⁷¹ Carpenter, A. C. and Gates, J. (2016). *The Nature and Extent of Gang Involvement in Sex Trafficking in San Diego County*. San Diego, CA: University of San Diego and Point Loma Nazarene University.

- 55% of the adult sex trafficking victims interviewed reported that they had been homeless and 28% reported that they had been in foster care.
- High school staff in 20 high schools identified 417 reported victims of commercial sexual exploitation between 2010 and 2015.



Photo Credit: SDYS, STARS Program

Homelessness is one of the most common drivers of youth engagement in survival sex and sex work. According to the National Network for Youth, less than 4% of all adolescent's exchange sex for money; however, 28% of youth living on the street and 10% of those in shelters engage in 'survival sex' in exchange for food, shelter or money.⁷²

Known risks of involvement in survival sex or sex work, include: incarceration; sexually

transmitted infections; unwanted pregnancies; drug use; profiling and policing; feeling devalued and stigmatized; and the possibility of being arrested and forced back into families, foster care, or the juvenile facilities they were running from. Additionally, young people face the risk of death or physical and sexual violence at the hands of customers, exploiters, police, or other participants engaged in the commercial sex market.⁷³

Research conducted by the Urban Institute on engagement of LGBTQ youth in New York in survival sex produced the following findings:⁷⁴

- The experiences of youth engaged in survival sex are not static; they change over the course of youths' involvement in exchanging sex for money and/or material goods.
- LGBTQ youth tend to have large peer networks, many young people are introduced to the survival-sex economy through such networks.
- LGBTQ youth lack access to voluntary and low-threshold services, including short- and

⁷² Ulloa E, Salazar M, Monjaras L. Prevalence and Correlates of Sex Exchange Among a Nationally Representative Sample of Adolescents and Young Adults. *J Child Sex Abus.* 2016;25(5):524-37.

⁷³ Greene JM, Ennett ST, Ringwalt CL. Prevalence and correlates of survival sex among runaway and homeless youth. *Am J Public Health.* 1999;89(9):1406-9.

⁷⁴ Surviving the Streets of New York Experiences of LGBTQ Youth, YMSM, and YWSW Engaged in Survival Sex. Research Report (2015). Urban Institute

- long-term housing, affordable housing and shelter options, livable-wage employment opportunities, food security, and gender-affirming health care.
- Many youth engaged in survival sex experience frequent arrest for various “quality-of-life” and misdemeanor crimes, creating further instability and perpetuating the need to engage in survival sex.

Domestic violence is a leading cause or contributor to homelessness among women. The problems that youth fleeing domestic violence face include economic loss and poverty, fear of added violence, the loss of their homes and communities, and fear of being alone. Survivors of domestic violence can also face significant discrimination from landlords when trying to find a home. A challenge identified by local shelter and transitional housing providers is that the safety needs of young women whose homelessness is a consequence of domestic violence can be incompatible with the needs of those who are homeless for other reasons. Parenting mothers who are homeless due to economic factors often want and need to have contact with their child’s father. Young mothers fleeing domestic violence, or healing from experience of sexual exploitation, can have a trauma response to the presence of male visitors. These contradictory needs can create unique challenges for providers operating single site housing for pregnant and parenting young mothers.

Suggestions: Suggestions for how to best meet the needs of individuals who are fleeing dangerous or life-threatening situations and/or who have experience of human trafficking, CSE or domestic violence are:

- ✓ **Expand and enhance housing services and programs that meet the needs of youth and young adults who are fleeing dangerous or life-threatening situations.** Examples include: Housing and services for male victims; emergency shelter services or hotel vouchers for minors, as well as, young adults.
- ✓ **Diversion and prevention that includes education and outreach to youth and families.** Examples include: Teach youth about healthy relationships and about the risks of exploitation and violence; educate parents on CSEC and HT; and provide access to mental health services and early intervention to youth who are at-risk.
- ✓ **Expand and enhance services that support recovery, rehabilitation and self-sufficiency for DV, HT and CSEC youth and families.** Examples include: provide education and employment specialists who can help HT/CSEC survivors get on track; tattoo cover-up program to remove gang and exploitation affiliation; and support groups for parents or families of CSEC/HT victims, including chosen families.
- ✓ **Capacity building and system change efforts.** Examples include: Housing First that provides no-barrier access to youth who are in the process of leaving “the life”; additional training for providers who are working with CSEC/HT or DV; recruit staff with lived experience; and work to destigmatize the experiences of CSEC/HT and DV survivors.

Other Special Populations: Our work in preparing the CCP has identified additional populations of youth and young adults who have unique characteristics and needs and merit special attention as we move forward in our efforts to end youth homelessness, including:

- **Veterans of U.S. Armed Forces**
- **Refugees**
- **Undocumented Immigrants**
- **African American youth**

Veterans of U.S. Armed Forces

San Diego is home to the largest concentration of military in the world. The region has a network of Navy, Marine, and Coast Guard bases, an intricate supply chain serving major defense contractors, and is home to approximately 243,000 veterans who have served their country in various conflicts including a population of younger post 9/11 veterans.⁷⁵

RTFH has tracked homelessness among the veteran population since 2011, providing a valuable source of data trends and needs. The most recent 2018 PiTC fact sheet on homeless veterans reported a 45% increase in the number of unsheltered veterans from the prior year – 659 compared to 454 in 2017. Additionally, in 2016 and 2017, 117 veterans between the ages of 18 and 24 were served in HMIS data. Of note for the CCP, all but one of these veterans were served by “non- youth specific” programs. Currently as of January 2018, there were 18 permanent housing programs which had some amount of beds dedicated to only serve veterans.⁷⁶ Adding transitional housing and safe havens expands this inventory to 31 programs with some beds dedicated to only serving veterans or their households. We have no programs in San Diego that are oriented toward meeting the dual needs of individuals experiencing homeless who are both a youth and a veteran.

The National Coalition for Homeless Veterans suggests that:

- Roughly 45% of all homeless veterans are African American or Hispanic, despite only accounting for 10% and 3% of the U.S. veteran population, respectively.
- The majority, 90%, are male, single, and suffer from mental illness, alcohol and/or substance abuse, or co-occurring disorders.
- Homeless veterans are younger on average than the total veteran population. Approximately 9% are between the ages of 18 and 30, and 41% are between the ages of

⁷⁵https://www.sdmac.org/static/media/uploads/Impact%20Study%202017/sdmac_meis_2017_full_report_final.pdf

⁷⁶ Permanent Supportive Housing, Rapid Re-Housing or other Permanent Housing.

31 and 50. Conversely, only 5% of all veterans are between the ages of 18 and 30, and less than 23% are between 31 and 50.

- Many veterans live with lingering effects of post-traumatic stress disorder (PTSD), traumatic brain injury (TBI), and substance abuse, which are compounded by a lack of family and social support networks. Additionally, military occupations and training are not always transferable to the civilian workforce, placing some younger veterans at a disadvantage when competing for employment.

The CCP offers multiple opportunities to meet the needs of younger veterans who are homeless or unstably housed, working with CoC partners, and using HMIS and CES as a means for ongoing tracking. Actions include:

- ✓ Raise awareness of the presence of younger veterans among the region's homeless and their need for services that reflect understanding that they are simultaneously transitioning into full adulthood while transitioning out of military service.
- ✓ Identify opportunities to build capacity of CoC members in working with younger veterans, understanding PTSD, TBI and other mental health challenges prevalent among those who experienced combat.
- ✓ Build awareness of resources such as Psycharmor Institute a national non-profit that is based locally in San Diego and which offers free online courses (many with Continuing Education Units) to individuals who are working with U.S. Veterans.⁷⁷
- ✓ Reach out to partners who are representative of the veteran community and engage them as stakeholders in the CCP and CoC.
- ✓ Support efforts to develop greater understanding of the size, scope and nature of the problem of homelessness and housing insecurity among younger veterans.
- ✓ Work closely with the RTFH CES team to ensure that youth veterans are being navigated to the appropriate resources available to them, whether they are veteran specific or youth specific resources.
- ✓ Communicate and collaborate with veteran serving organizations to ensure that they understand that youth homelessness among veterans is a concern identified through the YHDP needs assessment.

⁷⁷ <https://psycharmor.org/course-library/>

Refugee Youth

San Diego County has a long history as a major destination for refugees. In recent decades, thousands of refugees from Africa, Iraq, Burma, and Syria have made San Diego home. Between 2012 and 2016, more than 13,000 refugees arrived in San Diego representing 42% of all refugees in California.⁷⁸

Risk factors for housing instability and homelessness among refugee youth and young adults include large family size,⁷⁹ low income, unemployment or underemployment, limited English proficiency and not having completed high school or post-secondary education. Census tract data for the City Heights neighborhood of Colina del Sol, also known as “Little Mogadishu” due to the large numbers of Somali households, indicates that 44% of residents are living below the federal poverty level, close to 38% of all adults have a less than high school education and almost 80% speak a language other than English at home.⁸⁰

Our information on the prevalence of homelessness among refugee youth and young adults is scarce and entirely anecdotal. We know that there are refugee youth and young adults experiencing homelessness, but we have no idea how many. Leaders within organizations working with refugees such as University of California San Diego (UCSD) Refugee Health Unit, Partnership for New Americans, and United Women of East Africa Support Team have shared stories of families who when threatened with eviction due to overcrowding, felt that their only option was to ask their adult male children to leave, even though these young men had nowhere to go.

In fall of 2018 we were made aware of a group of young Somali men who were sleeping in a covered area behind a local African restaurant and another group in a local park. The factors that contributed to this situation included: prior engagement with the criminal justice system; difficulties finding employment; Section 8 housing regulations that prohibited living with their families; and intergenerational and cultural conflicts between the young men and their parents.

United Women of East Africa Support Team

⁷⁸ http://www.cdss.ca.gov/Portals/9/Refugee/Arrivals/2012-2016_Arrivals_by_Region_and_County.pdf

⁷⁹ A preliminary analysis of community health indicators by Partnership for the Advancement of New Americans (PANA) available at https://sdgrantmakers.org/sites/default/files/files/events/2016-06%20PANA_Refugee_Experiences_Report.pdf

⁸⁰ <http://factfinder.census.gov/> 2009-2013 American Community Survey 5-Year Estimates

Community leaders provided information on factors to be considered when trying to address the problem of homelessness among refugee youth and young adults. These factors are:

- Language and cultural barriers which make it difficult for refugee youth or their families to access services from traditional service providers.
- Fears among refugee communities of deportation, arrest, and eviction which lead to families and individuals being reluctant to seek help.
- Refugee youth and young adults often struggle to balance the expectations of two cultures, handling simultaneous work and educational responsibilities, dealing with interrupted schooling, survivor guilt, or separation from family members.
- Refugee youth and young adults and/or their parents may have witnessed extreme violence and deprivation at various stages during their journey to the U.S., as well as, struggling with current traumatic experiences. Services need to be culturally sensitive and understand specific refugee trauma and subsequent mental health challenges.

Desire among ethnic-community based organizations to become more involved in planning and partnership efforts around preventing and addressing homelessness so that the unique needs of refugee youth and young adults can be met.

The CCP provides an opportunity to support youth and young adults from refugee communities who are experiencing homelessness of housing instability, through actions that include:

- ✓ Educate providers about the unique needs of refugee youth and young adults, drawing upon the expertise of local ethnic community-based organizations and refugee resettlement organizations, as well as, national technical assistance providers such as Bridging Refugee Youth and Children's Services (BRYCS).⁸¹
- ✓ Reach out to community partners who have linguistic and cultural competencies and track records of success in engaging refugee youth and families to participate as stakeholders in the CCP and CoC.
- ✓ Support efforts to develop greater understanding of the size, scope and nature of the problem of homelessness and housing insecurity among youth and young adults who are refugees or from refugee families. Invite volunteers from refugee communities to participate in future PiTC Youth Counts.
- ✓ Explore the potential to use the HMIS and CES systems to track engagement of refugee youth and young adults.

⁸¹ <https://brycs.org/blog/family-strengthening/>

Undocumented Immigrants

San Diego's proximity to Mexico contributes to a significant population of undocumented immigrants mostly from countries south of the border. A report conducted by the Pew Research Center and released in 2017 estimated that the San Diego region is home to approximately 170,000 immigrants who are undocumented and living in the United States illegally.⁸² We can estimate that at least 15%, or 25,000 of these undocumented residents are between the ages of 16 and 24 years.⁸³

We do not know how many youth who are undocumented are homeless or unstably housed, but we do know that individuals who are undocumented are at higher risk for experiencing homelessness, and that there are barriers to identifying and supporting this population.

In federal fiscal year 2018, close to 2,500 unaccompanied and undocumented minors were apprehended in the San Diego sector by U.S. Border Patrol, an increase of 61% over 2017.⁸⁴ Once apprehended, unaccompanied and undocumented minors are either deported, housed in an immigration youth shelter, or released to a sponsor. In 2018, 213 unaccompanied and undocumented minors were released into the care of sponsors in San Diego County.⁸⁵ As indicated by a report prepared for the United States Senate that was released in 2018, unaccompanied and undocumented minors are especially vulnerable to exploitation. The report describes cases of human trafficking, abuse, forced labor, incidences in which youth have run away from their sponsors or escaped from detention facilities.⁸⁶

“The location of San Diego County on the border of Mexico distinguished San Diego from other sites in that the stories of housing instability of some San Diego participants (15%) involved movement across the border. In most cases youth crossed over into Tijuana to stay with friends and family but returned to San Diego once those living situations proved unstable”.

Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.

⁸² <http://www.pewresearch.org/fact-tank/2017/02/09/us-metro-areas-unauthorized-immigrants/>

⁸³ <https://www.migrationpolicy.org/data/unauthorized-immigrant-population/state/US>

⁸⁴ <https://www.cbp.gov/newsroom/stats/usbp-sw-border-apprehensions>

⁸⁵ <https://www.acf.hhs.gov/orr/resource/unaccompanied-children-released-to-sponsors-by-county-fy18>

⁸⁶ <https://www.hsgac.senate.gov/imo/media/doc/2018.08.15%20PSI%20Report%20-%20Oversight%20of%20the%20Care%20of%20UACs%20-%20FINAL.pdf>

Risk factors and challenges that undocumented immigrant youth face that increase their risk for homelessness include:

- They can be restricted to working illegally and in jobs that are not high paying so cannot afford to pay market rate for housing.
- Often, they are unable to provide information needed by landlords such as employer references or credit history.
- They are unable to access some forms of public assistance.
- They may be fearful that engagement in services could result in being denied permanent residency or deportation.
- They likely have lower educational attainment than U.S. born peers.
- Many have experienced life-threatening events, physical maltreatment, sexual abuse, the loss of loved ones, separation from family, or the witnessing of violence towards others that contribute towards mental health challenges such as PTSD, depression and anxiety.
- Most will have language barriers.
- Service providers lack of knowledge regarding whether they can serve youth who are undocumented.

While we know how many unaccompanied youth were apprehended while crossing the border, we have no idea how many were not, and of those who entered the U.S., we don't know how many remained in San Diego County and are experiencing homelessness. Similarly, while we know how many undocumented individuals were removed by ICE in San Diego (20,941 in 2017), we don't know how many had undocumented children who remained in the U.S.⁸⁷

The CCP provides an opportunity to support youth and young adults who are undocumented and experiencing homelessness through actions that include:

- ✓ Educate providers about HUD guidance on serving youth and young adults who are undocumented. Including information on HUD funded services that are not subject to immigration-based restrictions: street outreach services, emergency shelter, safe havens, and rapid-rehousing.⁸⁸
- ✓ Reach out to service providers who are working with families and individuals who are at risk for deportation and with migrant education programs within local school districts to build awareness of availability of services and supports within the CoC, and to coordinate and integrate efforts when possible.
- ✓ Support efforts to develop greater understanding of the size, scope and nature of the problem of homelessness and housing insecurity among youth and young adults who are undocumented, including unaccompanied minors.

⁸⁷ <https://www.ice.gov/sites/default/files/documents/Document/2017/LocalStats2017b.pdf>

⁸⁸ <https://www.hudexchange.info/resources/documents/PRWORA-Fact-Sheet.pdf>.

African American Youth

Factors that contribute to the disproportionate representation of African American youth struggling with homelessness in San Diego include systemic discrimination, disparities in access to opportunities in education and employment, and experience of trauma. For example:

- African American youth who took part in VoYC in-depth interviews in San Diego had more traumatic or adverse experiences compared to White youth (mean of 3.7 experiences compared to 1.8). For example, African American youth were more likely to have been physically harmed by someone, experienced discrimination or stigma, forced to have sex with someone, or belonged to a gang.⁸⁹
- Not only are African American youth more likely to be homeless, African American youth who experience homelessness are more likely to be involved with child welfare or the justice system. Looking at VoYC data, we can see that 32 percent of San Diego's homeless and unstably housed youth who had foster care experience were African American (38 out of 117) and 30% of San Diego's homeless and unstably housed youth who have justice system involvement were African American (46 out of 117).⁹⁰
- 19% of juvenile wards supervised by County of San Diego Probation Department across all County regions in 2016 were African American. The percentage was highest in the Central and East regions 29% and 25%.⁹¹
- African American youth ages 14-17 are ten times more likely to be in the care of CWS than White youth of the same age: 2017 rate per 1,000 youth was 15.59 African American, 1.64 White and 3.15 Latino.⁹²

“The problem of homelessness among African American youth in San Diego is horrendous and cannot be considered outside of the historic context of slavery, and current experiences of injustice. We also must be careful not to perpetuate dangerous stereotypes or fail to recognize the impact of multiple disparities and generational poverty across all areas not just housing, but in health, imprisonment, education, drug and alcohol use, child welfare involvement”.

YAB member

⁸⁹ *Voices of Youth Count (2017). San Diego County Technical Report on Youth Homelessness: Findings from the In-depth Interviews. Chapin Hall at the University of Chicago: Chicago, IL.*

⁹⁰ Chapin Hall at the University of Chicago. (2017, September). Youth Homelessness in San Diego County, California: Findings from the youth count, brief youth survey, and provider survey. Technical report from the Voices of Youth Count Initiative. Chicago, IL: Chapin Hall at the University of Chicago.

⁹¹ https://www.sandiegocounty.gov/content/dam/sdc/probation/docs/SD_ProbationAnnualStatisticalReportCY2016.pdf

⁹² Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Min, S., Randhawa, P., Hammond, I., Sandoval, A., Yee, H., Benton, C., White, J., Lee, H., & Morris, N. (2019). *CCWIP reports*. Retrieved 1/31/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

- San Diego had the largest Black-White disconnection disparity of any big city in the nation in 2016. Twenty-six percent of African American youth in San Diego County are disconnected from education or employment opportunities, compared to 10% overall.⁹³
- The graduation rate for African American students in San Diego County in 2018 was 74%. This can be compared to an 87% graduation rate for White students. Further, of the African American students who graduated in 2018 only 39% met UC/CSU requirements, this compares to 56% of White students.⁹⁴
- Overall, rates of non-communicable (chronic) disease, communicable disease, poor maternal and child health outcomes, injury and poor behavioral health outcomes were all higher for African American residents compared to the county overall.⁹⁵

National research paints a similar picture of inequity in terms of outcomes and risk factors. As stated in a Chapin Hall Research Brief:

“The fact that youth of color come into homelessness systems in disproportionate numbers underscores that much of the work in addressing systemic inequity needs to occur in more upstream policy areas. These areas, such as education, employment, child welfare, criminal justice, affordable housing, and neighborhood investment, among others, may be essential to reducing disproportionalities in homelessness.”⁹⁶

⁹³ San Diego Workforce Partnership Opportunity Youth Research.

⁹⁴ California Department of Education, Data Quest (2017-18 Four-Year Adjusted Cohort Graduation Rate) <https://dq.cde.ca.gov/dataquest/dqcensus/CohRate.aspx?aggllevel=county&year=2017-18&cde=37>

⁹⁵ County of San Diego, Health and Human Services Agency, Public Health Services, Community Health Statistics Unit. (2016). Identifying Health Disparities to Achieve Health Equity in San Diego County: Race/Ethnicity. Retrieved from www.SDHealthStatistics.com.

⁹⁶ Morton, M.H, Rice, E., Blondin, M., Hsu, H., & Kull, M. (2018). Toward a system response to ending youth homelessness: New evidence to help communities strengthen coordinated entry, assessment, and support for youth. Chicago, IL: Chapin Hall at the University of Chicago.

The San Diego CCP provides an opportunity to support African American youth who are experiencing homelessness or housing instability, through actions that include:

- ✓ Monitor local HMIS and CES data to identify and track progress in eliminating disparities in service delivery or outcomes, such as length of time awaiting placement or return to homelessness.
- ✓ Reach out to community stakeholders who are supporting African American youth and families through direct services or through advocacy and system change efforts. Integrate efforts and engage these stakeholders as part of the CoC.
- ✓ Develop culturally specific evidence-supported interventions for family strengthening, educational attainment, social or economic growth, and housing that are targeted to or prioritize African American youth through YHDP.
- ✓ Promote opportunities for positive youth development for African American youth including leadership within the CoC and YHDP.
- ✓ Provide training and leadership to direct service staff and governance board members working in the CoC to better understand the intersection of racism and homelessness and how to deliver a system that offers equity of access and opportunity.



Photo Credit: Original Artwork(s), Ana Font (Trouble)

Gap Assessment

In conjunction with exploring the needs of young people, we assessed our current service array and availability of housing. San Diego has significant gaps in youth-specific housing resources, which are more pronounced in certain areas of the county. In reviewing the Housing Inventory County we submitted to HUD in 2018, we found:

- While there are 617 beds in east county, there are **no** beds of any kind targeted to youth and young adults;
- While there are 519 beds in the north county coastal area, there are only **5** beds targeted to youth and young adults;
- While there are 1,082 beds in the north county inland area, there are only **6** beds targeted to youth and young adults (and they are not HUD-funded);
- While there are 239 beds in south county, there are only **19** beds targeted to youth and young adults; and
- While there are 7,354 beds in the city of San Diego, there are only **194** beds targeted to youth and young adults (and 26 of these are emergency shelter beds that are only available two nights per week).

These beds range in type, from emergency shelter to permanent supportive housing. The city of San Diego has the only housing resource for minors, an 18 bed emergency shelter program in which bed time is limited to just three weeks.

In addition, San Diego County has nearly 350 beds for youth who were involved in the child welfare system after age 16:

- 274 beds for youth in THP+FC⁹⁷, also known as extended care
- 170 beds for THP+, for youth who aged out of care and are between the ages of 18-24
- 60 beds for TYH, for youth who exited care after age 16 and are between the ages of 18-24

While these added beds are an important resource, their eligibility restrictions significantly limit the youth who can access them.

Our gap assessment confirms what our YAB has strongly advocated: San Diego needs more youth-specific housing that is non-time limited and low barrier.

⁹⁷ THP+FC (Transitional Housing Program + Foster Care), TYH (Transitional Youth Housing) are government funded transitional housing programs. Details on eligibility can be found here: <https://www.jbaforyouth.org/thp-program-eligibility/>

Section Three: Call to Action

We are proposing a major shift in how we work

Efforts in San Diego to develop the CCP have highlighted critical actions we need to take to better support young people in making sustained exits from homelessness. These efforts aim to address barriers at the system and program level and improve services and supports for youth ages 14 to 24 years old, regardless of identity or subpopulation. We aim to serve youth in all of our identified subpopulations equitably and will monitor our performance to ensure that groups of youth are being served in proportion to their need.

We strongly believe in the importance of youth voice and youth leadership in guiding our efforts to prevent and end youth homelessness. The YAB has done an extraordinary job leading the efforts to design our CCP and to shape the projects that are outlined below, but our collective work is not done. We need to ensure that youth leadership is guiding all of our work, at every level of our system and within our programs and agencies.

We briefly outlined our goals for action for the coming two years, including discussing our proposed projects for our YHDP funding. More information about these proposed projects can also be found on page 84.

System Change

We are committed to improving cross-sector and cross-system collaboration. We've begun this work while developing the CCP, strengthening partnerships with many of the systems with which youth experiencing homelessness interface, such as schools and institutions of higher education, probation, and child welfare. We will deepen these efforts by establishing targeted workgroups to address the gaps between our systems that youth too often fall into. We will also work to strengthen cross-system partnerships in each region of the county to ensure youth receive streamlined support accessing all of the services they need holistically. Finally, we will ensure that the efforts begun in the planning process are embedded in sustainable structures within San Diego. We envision that many of the work groups outlined in our Action Steps chart (see Appendix) will be housed within the SDYHC and co-led by the RTFH. This will facilitate ongoing transparency and embed the critical work of system change in all of our efforts on youth homelessness.

We will continue centering data in all of our decision making. To do this effectively, we know that we need to improve our data to expand the information we are collecting. We will work with youth providers in San Diego to ensure that all of their services and housing units, whether HUD funded

or not, are in our HMIS system and flow through coordinated entry, where appropriate. We will also monitor our data carefully and use the principles of continuous quality improvement (CQI) to review and refine our services to ensure that they are best meeting the needs of young people. The evolution of our coordinated entry system is outlined below, and more information about our commitment to CQI can be found in the Appendix (e). We plan to use YHDP funding to support the expansion and updates to HMIS needed to include the new YHDP projects. We will set aside roughly 6 percent of our YHDP funding for these refinements.

CES: Where We Started

In 2014, San Diego was one of 25 cities selected to receive technical assistance to create a CES, which was implemented region wide in February 2016. CES is centralized within the community's HMIS maintained by RTFH.

CES implementation adheres to the HUD core elements and was limited to individuals and families experiencing literal homelessness according to HUD's definition. Those that meet this definition are assessed by a programmatic staff or street outreach staff, in shelters, and at dedicated access points using the VI-SPDAT. This general process was developed with minimal accommodation for subpopulations, such as youth and young adults.

"I've taken the VI-SPDAT, but I didn't know that it was a part of Coordinated Entry. What is that?"

"I've never heard of CES."

"I want someone to sit and talk with me about what I need to do, not just ask me questions."

Youth Feedback on CES

Where We Are

In early 2018, RTFH and partners launched a regional youth-specific coordinated entry system (youth CES) and responsive housing mixture, which was a stepping stone to the broader YHDP model. There are currently youth access sites in all the sub-regions of San Diego County (North, South, Central and East) that have HMIS licenses to enter data and information. While there are specific youth access sites, data shows that most youth are assessed at adult or general homeless service provider sites. Youth without dependents should be administered the TAY VI-SPDAT, while youth with at least one dependent should be assessed using the Family VI-SPDAT, but data suggests that many youth are being assessed using the adult VI-SDAT.

A major challenge in the current CES process is the lack of a Housing Navigator: Housing Navigators complete document collection and referrals to housing. But, at present, RTFH has only 2.5 Housing Navigators, none who focus specifically on youth. The CES process was also confusing to participants

Youth say they don't answer the VI-SPDAT assessment truthfully because they don't trust the assessor, don't want to be judged or categorized, questions are too clinical, and they're not sure if they will get in trouble if they answer truthfully. Youth reported they feel that homeless adult needs are seen as more serious.

San Diego has deeply reviewed and re-envisioned the CES system for all populations in conjunction with the build-out of the new HMIS system. CES has been refined to incorporate multiple opportunities for case conferencing and use of technology for progressive engagement to better support people in accessing housing, and to also ensure that the individuals and families who are most vulnerable are matched to the right housing intervention. This new process also emphasizes prevention and diversion, seeking to connect all people with services in addition to housing resources.

As part of the redesign of CES, RTFH is conducting training to ensure that all service providers, Housing Navigators, street outreach staff, and trained assessors use the right assessment in the field. These efforts are being supported by HMIS upgrades that will use date of birth and family composition to ensure that youth are given the appropriate VI-SPDAT. The updated process also strongly recommends clients are administered an appropriate assessment by someone who can connect them to the homelessness system and with someone that the client trusts. This process may take time to develop but is critical to ensure an accurate assessment of the youth's needs. Staff will also be trained to explain to youth what the assessment means in relation to the homeless system of care and what CES is, and is not. In this updated process having a Housing Navigator is not required but being connected to a service provider is important to navigate the overall system.

We believe that these changes to CES will improve people's experience with CES and ensure that people are getting matched to the best array of services to meet their immediate needs.

Where We Are Going

The San Diego community envisions a youth ecosystem in which youth experience no wrong door to accessing services. While at present, CES only includes HUD-funded housing units, the San Diego provider community is committed to expanding CES to include all youth-specific housing resources. This will ensure that young people only need to be assessed once to be considered for all housing resources. The streamlining of coordinated entry to a youth ecosystem will enhance San Diego's ability to prevent and end youth homelessness, while also supporting the successful implementation of YHDP projects.

To support this goal, RTFH, the San Diego provider community, and the YAB have embarked on a multi-fold design process. The group has catalogued all existing youth specific housing resources,

reviewed eligibility criteria, and established community prioritization criteria so that youth are correctly matched to appropriate housing options in line with community values and needs.

In the coming months, the coordinated entry working group will:

- Review housing program data entry and reporting requirements;
- Review the youth assessment process, including where and how the assessment happens;
- Update HMIS data fields as needed; and
- Develop a training and roll out plan to ensure that all providers understand best practices in working with youth and are prepared to use the new system.

Finally, in tandem with our global commitment to CQI, the work group will monitor and refine the coordinated entry process to ensure that it is working as intended.



Photo Credit: Regional Task Force on the Homeless, Training

Program Level

At the program and agency level, we are committed to ensuring that young people have access to the diversity of supports they need to achieve their goals. This means both expanding the services we have, but also requires us to improve how young people access existing supports. We plan to use YHDP and other funding streams to fill in these gaps. We see these projects as interconnected--while they are organized as distinct projects below, in many cases, this is an artifice of funding streams and not meant to create separate programs.

As outlined, whilst San Diego has a shortage of youth-specific housing, we do have a lot of housing. This is housing that youth could be accessing, but too often are not. For example, in calendar year 2018, only 772 youth and young adults were assessed for housing, though more than 2,000 accessed services through HMIS. Further, of these 772 youth, nearly 300 scored an 8 or higher on their VI-SPDAT assessment, but they remained without housing. While RTFH has 2.5 housing navigators, they cumulatively can only work with 60 people at a time. To address this limitation, and to ensure that young people are better accessing existing housing resources, as well as, getting connected to other services, San Diego will fund up to 10 youth system navigators with YHDP funding. These system navigators will be distributed throughout the county in reflection of youth need. They will be expected to help youth get into the housing for which they are eligible and get them connected to the diversity of other services and resources the youth are interested in and may need. We anticipate they will work with approximately 1,000 youth per year.



Photo Credit: North County Lifeline

Too many youth are seeking help through street outreach and drop-in centers only to be offered little in return. San Diego prioritizes housing supports for people at highest vulnerability, leaving youth who have experienced less trauma with little hope of getting housing. We know from national research that most youth with low risk scores who exited homelessness through their own housing, or by going back to living with families remained out of the homeless system for 12-months after exit.⁹⁸ But, from this same research, we know that every day of waiting for housing was associated with a 2% increase in a youth's likelihood of returning to the homeless system after exiting into a housing program.



Photo Credit: Dreamstime

We aim to create hubs in each region of the county that will serve as “on-stop” shops for youth. These hubs will have co-located services, including mental health, career supports, and access to mainstream benefits. For young people to whom we will be unable to offer housing interventions, it is critical that we quickly help them get stabilized in housing. We propose to use our YHDP funding to develop robust prevention/diversion services. In calendar year 2017, 1,204 youth accessed street

outreach services through HMIS, more than 60% of whom were under age 18. Outreach staff, the to-be established youth system navigators, and case managers throughout the county will be expected to use family engagement strategies to reconnect youth with their families and support networks and help youth get connected to mainstream benefit and other services, including education and employment. They will also have access to time-limited funding to assist youth in staying stabilized in their housing and prevent them from entering shelter, such as assistance with utilities. We project to serve roughly 200 youth per year through prevention and diversion. In this way, young people can go to one location to get all of their needs met, by staff who specialize in unique coordination of services. The agencies leading these hubs will also be responsible for coordinating the regional response to youth homelessness, including engaging local stakeholders. We will be pursuing other funding streams to support the other aspects of the hubs, including system coordination.

⁹⁸ Morton, M.H., Rice, E., Blondin, M., Hsu, H., & Kull, M. (2018). *Toward a system response to ending youth homelessness: New evidence to help communities strengthen coordinated entry, assessment, and support for youth*. Chicago, IL: Chapin Hall at the University of Chicago.

We will expand youth-specific housing resources in San Diego. We need diverse housing resources and subsidies that are longer and meet youth where they are. We intend to explore a range of housing options to support youth choice and to be responsive to youth interests and needs. We believe these will take the form of both short-term and long-term housing. We hope to spur innovation through our RFP process to develop new housing models, with a particular focus in bringing a “host home” type model to San Diego. From our community conversations, we believe there is a need for this type of housing option and we will use our YHDP funding to pilot this.

We anticipate that these housing models will take a few different approaches: this could be housing for students enrolled in post-secondary education who need housing during breaks; or housing for minors who need a safe place to stay while addressing family conflict.

We envision these “host homes” being a combination of homes identified by providers, and homes youth already have relationships with, such as relatives or friends, where additional staff or financial support are needed. We hope to serve roughly 18 youth per year through host home models. We will offer flexible financial assistance, training for hosts, and supports for hosts, youth, and families of origin.

HOUSING OUR YOUTH

We will expand youth-specific housing resources in San Diego.

We need diverse housing resources and subsidies that are longer and meet youth where they are.

We intend to explore a range of housing options to support youth choice and to be responsive to youth interests and needs.

We believe these will take the form of both short-term and longer-term housing options.



Photo Credit: San Diego YAB

We will develop longer term housing for youth that does not require a disability. We will use the RFP process to spur innovation in this area, and hope to develop programs that target different priorities for youth, such as education or employment oriented rapid rehousing, housing that incorporates roommates, or programs that target youth’s social-emotional well-being.

While all programs will be required to support youth’s success in education/employment, well-being, and permanent connections, we believe that by having programs that specifically target one of these areas, we will be better able to meet youth’s needs.

Our community is also interested in spurring the development of accessory-dwelling units (ADUs) and tiny homes which meet federal regulations to expand housing options in San Diego. We will be pursuing other funding sources, such as the California Homeless Emergency Assistance Program (HEAP), for the construction of these housing resources.

San Diego will be pursuing waivers to support our work in these areas:

- We will be requesting a waiver to serve youth who fall into HUD’s category three;
- We will be requesting a waiver to serve youth through rapid rehousing for up to 36 months and to provide case management for up to 42 months; and
- We will be requesting a waiver to provide rental assistance without a 12-month lease.
- We will be requesting a waiver to the definition of permanent housing and the requirement that program participants residing in permanent housing to be a tenant on a lease for the term of one year that is renewable and terminable only for cause. This would enable permanent housing participants to enter into an agreement that is less than one year.

Finally, we will support youth in making sustained exits from homelessness by providing after care services. We will establish community requirements about creating transition planning documents, and connecting youth with ongoing services and mainstream benefits, as needed. We will pursue other funding to support these efforts.



Photo Credit: Regional Task Force on the Homeless

Proposed YHDP Funded Projects

Planning Grant	
2-year YHDP Budget \$60,000 (plus 25% match) = \$75,000	San Diego will use YHDP planning funds to support the implementation and coordination of YHDP including supporting the San Diego Youth Action Board, implementation coordination, tracking initiative's progress, and general planning coordination

Project 1: Youth System Navigators	
Program Summary	Youth dedicated housing system navigators who will support identification of youth, navigation of coordinated entry and access to existing housing, connection to non-housing resources and mainstream benefits, and connection to other supports such as education and employment
Target population	Unaccompanied youth ages 18-24 and unaccompanied minors ages 14-17, including all special populations
HUD Homeless Definition	Categories 1, 2, 3 and 4
HUD CoC Project Type	CES-SSO: SSO
Timeframe	Average 30 days
Services	<ul style="list-style-type: none"> Housing navigation services that support youth in accessing housing resources and connecting to other services in the area Implement all the guiding principles in this plan
Outputs/Outcome Measures	<ul style="list-style-type: none"> Increase number of youth with exits to stable housing Decrease the length of time youth wait for housing Increase system capacity to triage, engage, and connect youth to supports
Innovation Opportunities	<ul style="list-style-type: none"> Housing navigation and connection to immediate resources for youth and young adults Connection to 3E's with emphasis on Entrepreneurialism Training
2-year YHDP Budget \$1,300,000 (plus 25% match) = \$1,625,000	Costs are based on the actual cost of outreach and housing navigator staff. Estimate serving 1,000 youth per year.

Project 2: Prevention/Diversion	
Program Summary	This program is aimed at connecting youth to safe, stable, and inclusive housing; permanent connections; employment, education and entrepreneurialism; and promoting social and emotional well-being
Target population	Unaccompanied youth ages 18-24 and unaccompanied minors ages 14-17, including all special populations
HUD Homeless Definition	Categories 1, 2, 3 and 4
HUD CoC Project Type	SSO; RRH-Diversion
Timeframe	Typically one-time assistance, but up to 12 months as needed to stabilize the household
Services	<ul style="list-style-type: none"> • We will support youth/their families to stay stabilized in housing, including through: <ul style="list-style-type: none"> ○ Limited emergency housing financial assistance ○ Mediation ○ Family/individual counseling ○ Food assistance ○ Referrals • Case management • Implement all of the guiding principles in this plan
Outputs/Outcome Measures	<ul style="list-style-type: none"> • Decrease the number of youth who become homeless • Decrease the total number of youth experiencing unsheltered homelessness
Innovation Opportunities	<ul style="list-style-type: none"> • Target youth who are unsafe and unstably housed—specifically unaccompanied “doubled-up” youth • Divert youth and young adults from the trauma of homelessness • Allows youth to stabilize where they feel safe and supported and to maintain ties to communities of origin
2-year YHDP Budget \$2,000,000 (plus 25% match) = \$2,500,000	Based on current costs to run a time-limited diversion program, these estimates would allow us to provide rental assistance and other financial support to 200 youth per year

Project 3: Crisis Response Host Home Model	
Program Summary	Host homes may serve either youth under age 18 who need a “cooling off” period with their family of origin in order to safely remain at home; or may serve youth who enrolled in post-secondary education and need somewhere to stay during school breaks
Target population	Minors ages 14-17 who are at risk of homelessness; and youth ages 18-24, including all special populations
HUD Homeless Definition	Categories 2 and 3
HUD CoC Project Type	ES-Host Homes
Timeframe	Depending on the model, youth will likely receive assistance from two weeks to six months
Services	<ul style="list-style-type: none"> • We will support youth/their families to stay stabilized in housing, including through: <ul style="list-style-type: none"> ○ Short-term “cool” beds to allow youth and families a time apart ○ Mediation; Referrals ○ Family/individual counseling • We will support youth to stay stabilized in post-secondary education, including through: <ul style="list-style-type: none"> ○ Temporary housing during breaks ○ Food/support with basic needs ○ Case management • Implement all of the guiding principles in this plan
Outputs/Outcome Measures	<ul style="list-style-type: none"> • Decrease the number of youth who become homeless • Decrease the total number of youth experiencing unsheltered homelessness
Innovation Opportunities	<ul style="list-style-type: none"> • New housing model for youth experiencing homelessness in San Diego • Supports youth to remain in their families of origin and addresses family conflict that is too often the reason youth become homeless • Divert young adults from the trauma of homelessness • Allows youth to stabilize where they feel safe and supported and to maintain ties to communities of origin
2-year YHDP Budget \$500,000 (plus 25% match) = \$625,000	Building from the recommended host home budget provided by Point Source Youth, and accounting for housing costs in San Diego, we project to serve roughly 18 youth per year

Project 4: Flexible Non-Time Limited Housing	
Program Summary	A program aimed at connecting youth to safe, permanent, and inclusive housing; permanent connections; employment, education and entrepreneurialism; and promoting social and emotional well-being
Target population	Unaccompanied youth ages 18-24 and unaccompanied minors ages 14-17, including all special populations
HUD Homeless Definition	Categories 1, 2, 3, and 4
HUD CoC Project Type	PH-RRH; TH-RRH; RRH; PH
Timeframe	Typically, 12-18 months of financial assistance, but up to 36 months for more vulnerable youth (waiver needed from HUD). Assistance would be responsive to individual need, using a progressive engagement approach. Case management provided for up to 42 months
Services	<ul style="list-style-type: none"> • Housing locator services with dedicated landlord outreach specialists • Financial assistance • Case management • Connections to mental health support; education, employment and entrepreneurialism goals • Peer support, social and community integration, and family engagement • Implement all the guiding principles in this plan
Outputs/Outcome Measures	<ul style="list-style-type: none"> • Increase # of youth who exit to stable housing • Decrease the length of stay/wait time for housing • Increase # of youth in stable housing 12 months or more • Decrease # of youth returning to homelessness after 12 months
Innovation Opportunities	<ul style="list-style-type: none"> • Specialized housing models that support youth with their goals (social-emotional well-being; education access; entrepreneurialism) • Longer case management up to 42 months • Longer financial assistance to respond to individual need • Shared housing when appropriate to alleviate housing costs
2-year YHDP Budget \$3,429,000 (plus 25% match) = \$4,286,250	Cost is based on the amount to run existing RRH programs in San Diego. These funds will serve 154 youth per year

Project 5: Enhanced Data System	
Program Summary	Expanded HMIS and CES system to include new YHDP programs.
Target population	Not applicable
HUD Homeless Definition	Not applicable
HUD CoC Project Type	HMIS
Timeframe	Not applicable, activity is ongoing.
Services	<ul style="list-style-type: none"> We will expand HMIS and CES to incorporate the new YHDP programs This will enhance our ability to track and report on data points not currently in the current system, incorporate participation of new providers, projects, and project types; and reach our CQI goals on data quality This will include tracking of diversion/prevention services
Outputs/Outcome Measures	<ul style="list-style-type: none"> Improvements in data collected on outflow, length of time waiting for services, pending, and exits for youth population; Increased and improved participation in HMIS
Innovation Opportunities	<ul style="list-style-type: none"> This will allow us to reach CQI goals on data quality and to refine our system to better meet the needs of youth
2-year YHDP Budget \$651,000 (plus 25% match) = \$813,750	Based on current allocations made to HMIS to support data collection, training, provider participation, and reporting, we are proposing a 6% set aside to support YHDP projects

YHDP Project	YHDP Funds	Match	Total
Planning	\$60,000	\$15,000	\$75,000
Youth System Navigators	\$1,300,000	\$325,000	\$1,625,000
Prevention Diversion	\$2,000,000	\$500,000	\$2,500,000
Crisis Response Host Home Model	\$500,000	\$125,000	\$625,000
Flexible Non Time Limited Housing	\$3,429,000	\$857,250	\$4,286,250
Enhanced Data System	\$651,000	\$162,750	\$813,750
TOTAL	\$7,940,000	\$1,985,000	\$9,925,000

YHDP Coordination with other Local and State Efforts

San Diego's CCP is informed by and coordinated with current and upcoming local and state initiatives that are focused on ending youth homelessness or related to this outcome in an impactful way. San Diego will align new funding with the priorities outlined in the CCP. For example, the State of California has released one-time Homeless Emergency Aid Program (HEAP) funds, which requires at a minimum at least 5 percent of funding be spent on youth.

Additionally, the CoC is going through a comprehensive system change effort to strengthen coordination and use of resources to respond to individuals and families experiencing homelessness. This includes additional HUD technical assistance to address the unsheltered population, including youth ages 18 to 24 and young families, and to expand and deepen the capacity of RTFH and the CoC. Coordination among the HUD technical assistance providers and careful consideration of the intersection of these efforts has informed the CCP goals and strategies. These combined efforts are reflected in the CoC governance structure, HMIS, CES, PiTC planning, and systems modeling.

With key representation from the San Diego Housing Commission participating on the Operations Team, the San Diego Housing Commission has allocated 22 new units to be designated for youth on a new construction project, due to be completed in November 2019.

The CCP will be coordinated to support the completion of the HOUSING FIRST – SAN DIEGO, an action plan to inform the next iteration of solutions specific to youth and young families within San Diego County.



Photo Credit: Regional Task Force on the Homeless

Lastly, several local efforts were identified that offer opportunities to leverage and sustain the work of the CCP. The following table highlights some of these identified efforts:

Effort	Key/Lead Partner	Summary Description of the Work
Live Well San Diego	County of San Diego HHSA	Development of Live Well Centers throughout the region
San Diego Promise Zone	City of San Diego	Community Asset Mapping and coordination of federal funds and resources for disconnected youth
Opportunity Youth Research	San Diego Workforce Partnership	Identifies challenges, trends and experiences of San Diego's opportunity youth and highlight community solutions to reduce the number of disconnected 16- to 24-year olds in San Diego County
San Diego Misdemeanant At-Risk Track (SMART)	City of San Diego	Homelessness diversion program funded through State Prop 47 resources (housing, substance abuse and mental health treatment) for adults, including young adults. <i>RTFH is represented on the Prop 47 Advisory Council</i>
Community Based Services and Recidivism Reduction (CoSRR)	County of San Diego	
Suicide Prevention Action Plan	Community Health Improvement Partners (CHIP)	Regional plan to prevent suicide funded by County HHSA, includes LGBTQ, TAY and Justice Involved individuals as populations at-risk for suicide. <i>One of the actions identified as part of the plan is coordination with RTFH efforts</i>
San Diego Reentry Roundtable	San Diego Reentry Roundtable	An array of approximately 70 collaborative partners working together on the reentry and rehabilitation of criminal offender. Convenes the San Diego Expungement Clinics
Clinton Health Matters Initiative Clinton Foundation	Clinton Foundation	Development and implementation of the Trauma Informed Care Code of Conduct , led by youth. Ongoing training to implement trauma informed care for organizations

Closing Remarks from the Continuum of Care

On behalf of the San Diego community, the development of Coordinated Community Plan (CCP) to End Youth Homelessness has been a true partnership of various youth, Youth Action Board members, community service providers, the Operations Team, various stakeholders and the Continuum of Care; in partnership with the US Department of Housing and Urban Development.

This living document, our CCP, reflects the voice of the youth, and the community, plus the needed dedication that will be needed to shift and continue to change an entire system.

Youth homelessness in the San Diego region can be solved, with the right collaboration between the youth, government jurisdictions, community partners and the Continuum of Care. We are in this partnership together and are only as strong as our weakest link.

Our commitment to the youth experiencing homelessness, and the Coordinated Community Plan to End Youth Homelessness - is that we are not afraid to disrupt the status quo, to define challenges, and collectively address our systemic barriers that have allowed for the homelessness of youth to happen in our community.

Together we will make a difference. As we are proud of effort and resources that it took to develop, define and put the Coordinated Community Plan together. We cannot rest here! We must continue to push the envelope, try new interventions, and drive the various systems into synchronicity, to ensure that everything we have promised in the CCP, and our plan to end youth homelessness becomes a reality, and new status quo for our community.

Thank you to the Youth Action Board that has made this possible, thank you to our community partners that have worked tirelessly alongside of us. It takes a village!

**The Final Word from YAB members and other youth
with experience of homelessness in San Diego**

What we Need

We need each other

A safe, stable home is something important to achieve

Everyone deserves a home, no matter what age, no matter what conditions

Young people deserve access to resources for them to flourish

The massive gaps in privilege amongst young people affects every aspect of our life

We are all equally deserving of opportunity

To do more than survive,

To pursue our dreams and ambitions.

What we Hope For

I hope that every youth will have a roof

That I'll be able to achieve my dreams regardless of the cards stacked against me

Let's reduce the disadvantages young people face

Create housing opportunities for those who aren't able to qualify for housing today,

A future in which every person has a place to call home.

What we are Committed to

Today I take a stand to end youth homelessness

Just give me your hand, we can band together

We can end youth homelessness, with a jump and snap of my hand

I commit to using my experience to be a positive example

To creating a successful system for youth facing housing insecurities

Share that you can be someone out there in the world

I am inspired to remain dedicated to this problem until it's solved

Not only did we believe in ourselves, but you did too.

Appendix A: Action Plan

GOAL	OBJECTIVE	ACTION STEP	RESPONSIBLE PARTNER(S)	TARGET COMPLETION
Goal 1: Center youth in the design and oversight of all activities	Objective 1: Ensure that YYA with lived experience drive efforts to prevent and end youth homelessness	Secure ongoing funding mechanism to support the YAB	Operations Team; RTFH; SDYHC	Ongoing
		Ensure that youth voice is present at 100% of all meetings and work groups for the refinement of the youth serving system	ALL	Ongoing
Goal 2: Facilitate cross-system and cross-agency collaboration	Objective 1: Establish coordinated, regional responses to youth homelessness	Identify agency in each region to lead local cross-system work	SDYHC	July 2019
		Establish cross-system collaboration work group that is led/co-led by youth	Regional lead agencies	July 2019
		Create system priorities for engaging new partners and YAB members	Cross-system collaboration work group; YAB	September 2019
		Establish CQI mechanisms and tracking metrics to monitor progress	Cross-system collaboration work group	October 2019
	Objective 2: Establish sustainable structures to monitor progress and ensure ongoing momentum for preventing and ending youth homelessness	Determine best mechanism for ensuring each group's respective sustainability and/or merger with other groups	YAB; Operations Team; SDYHC	September 2019
		Establish CQI mechanisms and tracking metrics to monitor progress	YAB; Operations Team; SDYHC	December 2019
	Objective 3: Create data links with other systems that serve or contact youth experiencing homelessness or at-risk of homelessness, including education, employment programs, child welfare, and justice systems	Determine which systems are interacting with youth experiencing homelessness and what data they are collecting	YAB; Operations Team; Data Workgroup	October 2019
		Establish data sharing agreements	RTFH; TBD Systems	March 2020

Goal 3: Improve data quality and use data to inform decision making	Objective 1: Expand HMIS to include non-HUD funded housing units for youth to improve system understanding of youth experiencing homelessness	Create crosswalk of data reporting requirements to identify needed fields for added programs	Youth providers	May 2019
		Build out HMIS to accommodate data from other programs	RTFH	June 2019
		Train providers/staff to begin using HMIS	RTFH; Youth Providers	September 2019
	Objective 2: Continue to refine youth CES to align with system priorities and to incorporate non-HUD funded housing units	Establish Youth CES work group	RTFH; Youth Providers	March 2019
		Review prioritization for HUD-funded units and refine for use with other housing units	Youth CES work group	April 2019
		Streamline youth experience gaining access to all housing	Youth CES work group	June 2019
		Roll out training to support implementation of revised youth CES process	Youth CES work group	August 2019
	Objective 3: Establish dashboard to monitor progress in preventing and ending youth homelessness	Establish data workgroup	SDYHC	March 2019
		Identify shared outcome measures to monitor progress toward ending youth homelessness	RTFH; YAB; Data Workgroup;	August 2019
		Create a data and outcome dictionary to define shared outcomes that is designed with youth and in language that is accessible	RTFH; YAB; Data Workgroup	November 2019
		Create dashboard and associated monthly reports to track identified measures	RTFH; YAB; Data Workgroup	January 2020
		Review dashboard quarterly and make system adjustments accordingly	RTFH; YAB; Data Workgroup	Starting in March 2020
	Objective 4: Reduce the length of time between a youth accessing drop in/street outreach and moving into	Assess the current system to determine what barriers spur the waiting time between identification and housing	RTFH; Data Workgroup; YAB	September 2019

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

	appropriate housing intervention	Develop a plan to improve data quality to successfully monitor progress	RTFH; Data Workgroup; YAB	January 2020
		Develop a plan to reduce barriers and increase youth access to housing units	RTFH; Data Workgroup; YAB	March 2020
Goal 4: Ensure streamlined access to services for youth that are equitably resourced in all parts of the county	Objective 1: Offer consistent services for youth at each location, regardless of provider	Identify threshold services to support youth’s social-emotional well-being; permanent connections; education/employment; and safe and stable housing	YAB; Operations Team	March 2019
	Objective 2: Coordinate cross-sector commitment to, and involvement in, meeting the needs of youth experiencing homelessness	Identify threshold partners to participate in collaboration	YAB; Operations Team	March 2019
		Establish benchmarks and goals for collaborative efforts	YAB; Operations Team	March 2019
		Provide youth-driven services that are responsive to youth need and interest and help youth make sustained exits from homelessness	“Hub” providers	Beginning September 2019
		Engage threshold partners and establish local goals	“Hub” providers;	Beginning January 2020
Goal 5: Provide safe and stable housing	Objective 1: Improve and update the coordinated entry system	Implement a system-wide coordinated entry system, inclusive of youth housing resources, regardless of funding source	RTFH; YAB; Youth Providers	October 2019
	Objective 2: Ensure that youth are assessed with the proper assessment tool, regardless of provider	Review data on existing coordinated entry system to identify providers using the incorrect assessment and provide targeted TA	RTFH; Operations Team	July 2019
		Provide training to adult and family providers on working with youth and sub-populations	Youth Providers; Providers specializing in subpopulations	Fall 2019

	Objective 3: Leverage and expand regional inventory of housing options to meet the needs of special populations, that match youth to programs based on youth's individual needs and choices, and which offer immediate access to housing with no preconditions	Improve measurement and projection of needed housing resources by expanding HMIS to include youth housing resources, regardless of funding source	See Goal 1; Objective 1 for details	September 2019
		Establish numeric goals for each housing intervention to establish need and measure progress	RTFH; Youth Providers	January 2020
		Explore city and county code to determine opportunities to develop new housing units, such as tiny homes and accessory dwelling units	RTFH; Operations Team	Ongoing
		Leverage new funding opportunities to fill in housing gaps	RTFH; SDYHC	Ongoing
		Establish relationships with both private and philanthropic agencies to leverage existing community investments	SDYHC	Ongoing
	Objective 4: Landlords in the community offer options for permanent housing for youth and young adults experiencing homelessness, including youth from special populations	Identify best practices related to landlord engagement and incentives	Operations Team	Ongoing
		Expand landlord engagement efforts throughout the entire county	RTFH; SDYHC	Ongoing
		Implement best practices regionally to recruit new landlords	RTFH; SDYHC	Ongoing
	Objective 5: Identify, more fully understand, and work towards reducing system-level barriers to safe, stable housing such as relating to public housing, and justice system involvement	Create monthly report to track youth flow through coordinated entry and into housing, including equity issues.	RTFH; Youth Providers; YAB	February 2019
		Monitor monthly report on a quarterly basis to identify system barriers into to the homeless service system	RTFH; Data Workgroup	April 2019

		Identify system barriers external to the homeless service system	YAB; Data Workgroup	Beginning April 2019
		Address priority system barriers	Cross-System Collaboration Workgroup	See Goal 1 Objective 1
		Review housing eligibility requirements and modify as able to reduce barriers	YAB; SDYHC; RTFH	Beginning July 2019
	Objective 6: Ensure that all housing and service options are low-barrier, coordinated, equally accessible, and use a Housing First approach	Review current system of care to determine what barriers youth encounter	RTFH; Data Workgroup; YAB	January 2020
		Ensure all provider and program staff are trained in Harm reduction, trauma-informed care, and positive youth development	Operations Team; YAB; Training Workgroup	March 2020
		Establish county-wide goals to hire youth experiencing homelessness in programs accessed by youth	YAB	June 2020
Goal 6: Open doors to self-sufficiency and success through education, employment, and entrepreneurialism	Objective 1: Establish a peer mentoring program that helps youth develop and research personal success goals and connect to education and career resources and progress	Review best practices on peer mentoring programs	YAB	October 2019
		Expand/create a peer mentoring program based on youth’s desired career path or educational goals	YAB; Youth Providers	February 2020
	Objective 2: Connect YYA experiencing homelessness to education, employment training, work experience and/or entrepreneurialism opportunities in careers and occupations that lead to a thriving wage	Establish education, employment, and entrepreneurship (3E) workgroup	SDYHC	March 2019
		Map existing workforce system and provide recommendations for needed funding	3E workgroup	July 2019
		Create a comprehensive referral system that shows all available resources for both adults	“Hub” providers; 3E workgroup	January 2020

		and youth		
		Develop mechanisms to improve collaboration and workflow between the sectors	“Hub” providers; 3E workgroup	March 2020
		Identify and create partnerships with existing local agencies and other nonprofits that could help youth monetize their talents/passions	“Hub” providers	July 2020
		Revise performance outcomes to track success of youth beyond traditional education and employment measures	RTFH; YAB; Data Workgroup; 3E workgroup	September 2019
Goal 7: Support social-emotional well-being and permanent connections	Objective 1: Weave positive youth development and trauma informed principles throughout the ecosystem of care and ensure that providers are trained to work with all youth	Provide quarterly trainings for frontline staff in the homeless service system about trauma-informed care, cultural competency, positive youth development, family engagement, harm reduction, and working with subpopulations, such as youth who identify as LGBTQ	Training Workgroup	Beginning January 2020
		Provide youth comparable trainings to support their chosen family and other youth in crisis	YAB	Beginning January 2020
	Objective 2: Provide a range of youth-friendly treatment options that support recovery, rehabilitation, and recovery from experiences such as	Partner with schools of social work, psychology, etc. to expand available on-site therapeutic services	SDYHC; “Hub” providers	Beginning January 2020
		Identify system barriers external to the homeless	YAB; SDYHC	March 2020

	exploitation, grief and loss; substance abuse; emotion trauma; and mental illness	service system		
		Establish workgroup to address priority system barriers	YAB; SDYHC; Behavioral Health Services	June 2020
	Objective 3: Implement solutions that engage families, including chosen families, as supports for youth and young adults at risk of homelessness and strengthen positive connections between youth and family whenever and wherever possible.	Identify best practices in family reunification and engagement strategies	Operations Team	July 2019
		Ensure all programs incorporate identified best practices into intake procedures	RTFH; San Diego Housing Commission; SDYHC	January 2020
		Promote family reunification and family-based crisis intervention strategies	RTFH; San Diego Housing Commission; SDYHC	January 2020
Goal 8: Prevent YYA from becoming homeless or chronically homeless	Objective 1: Remain vigilant and persistent in conducting outreach, identifying at-risk youth, and ensuring that all youth are aware of where they can go for help	Identify best practices for outreach strategies for youth	Operations Team	July 2019
		Create a standardized training on best-practices and train all outreach staff in San Diego	YAB; Operations Team; Training Workgroup	September 2019
		Develop a workflow to ensure that once identified, youth are connected to regional “hubs”	Operations Team; “Hub” providers	January 2020
		Create public services campaigns and opportunities for community-led socially supportive engagement	YAB	July 2020

	Objective 2: Strengthen partnerships with educational institutions from early childhood development through post-secondary	Establish a standardized, consistent process for schools to screen and routinely identify all youth who are at-risk of homelessness, including the use of early warning indicators that suggest youth is falling behind and their high school graduation is in jeopardy	3E workgroup	September 2019
		Implement the universal screening	K-12 and post-secondary schools	March 2020
		Develop a process that quickly identifies the youth's barriers and re-engages youth into the education system	3E workgroup	September 2020
	Objective 3: Explore family reunification for all youth whenever safe	Identify best practices in family finding	Operations Team	July 2019
		Train provider staff to implement family finding with all youth	Youth Consortium Steering Committee	December 2019
		Create flexible funding account to help youth with transportation and one-time costs related to reunification	Operations Team	September 2019
	Objective 4: Maximize collaboration with the child welfare and justice systems to reduce homelessness following exit from those systems	Establish data sharing agreements to determine how many youth exit these systems and experience homelessness	RTFH; HHSA; San Diego County Probation	January 2020
		Establish standardized process to screen and routinely identify all youth who are at-risk of homelessness	RTFH; HHSA; San Diego County Probation	June 2020

		Establish new after care programs so that youth who have exited these systems are connected to appropriate after care services that support/enhance the services currently available to youth experiencing homelessness	RTFH; HHSA; San Diego County Probation	December 2020
		Expand partnership with the justice system to create alternatives to incarceration for youth who have committed status offenses	SDYHC	July 2020
	Objective 5: Ensure that minors experiencing homelessness are able to access services	Establish work group to review barriers minors face accessing services within the homeless services and child welfare systems	Operations Team; HHSA	April 2019
		Identify action steps to address identified barriers	Operations Team; HHSA	May 2019
	Objective 6: Create system-wide prevention and diversion services that connect youth to resources of their choice	Identify diversion and prevention best practices	Operations Team	July 2019
		Assess youth for diversion and prevention services at first contact	Youth providers; “Hub” providers	January 2020
	Goal 9: Support youth transitioning out of transitional housing programs to make sustained exits from homelessness	Objective 1: Connect youth leaving housing programs with appropriate supports	Determine how many youth exit housing programs annually and the percent that return to homelessness to determine after-care need	RTFH; Data Workgroup; YAB

		Create universal system-level guidelines for case manager follow-up after exit	Training Workgroup; YAB	August 2019
	Objective 2: Develop transition plans for all youth upon entry into a program	Identify best practices for creating transition plans	Operations Team	July 2019
		Establish transition planning document for use throughout the system	Training Workgroup; YAB	January 2020
		Establish transition plans with all youth, including at least 3 back up plans	Youth providers	March 2020
	Objective 3: Better meet the needs of youth who need long term housing supports	Estimate the number of YYA who will need long-term permanent supportive housing	RTFH; Data Workgroup; YAB	July 2019
		Engage adult providers and housing authorities to establish a plan to address this need	RTFH; Providers; YAB	January 2020

Appendix B – Partnership Chart

CCP Leadership Team = Orange Innovation Partner = Blue New Partner = ◇	Partner Type	Involvement	Commitment to Action
Regional Task Force on the Homeless, Continuum of Care	CoC Program Recipient	Collaborative Applicant for the San Diego CoC since 2013. Provided support to the San Diego CoC for over 20 years. Designated as HMIS and CES Lead. Administers the regional Point in Time Count, including youth specific count. RTFH leadership and a strengthened board implemented strategic activities including prioritizing funding for TAY Rapid Rehousing and the launch of Youth CES. Served as the lead agency to ensure the development of a successful CCP plan, including acting as integral member of the operation team and hiring additional staff support. Provided \$10,185 in matching funds.	Will ensure that youth voice is present at meetings and work groups for the refinement of the youth serving system, as well as, provide training to adult and family staff on working with youth and sub-populations. Will co- lead the data workgroup to establish data sharing agreements and address gaps in understanding of youth, such as determine how many youth exit other systems and experience homelessness.
Youth Advisory Board	Youth-Led Advisory Group, CoC Committee	Composed of 12 youth up to age 24 that are homeless or formerly homeless. The YAB has been meeting with area Homeless Youth Service Providers in San Diego for over five years. The group was restructured as a Youth Advisory Board for our 2016 YHDP proposal and was adopted as a formal ad hoc RTFH Committee in January 2019. Four YAB members are also on the SD Youth Homelessness Consortium Steering Committee. The group reviewed and provided input on the original YHDP application. The YAB meets for 5 hours weekly to work on the CCP and integral to the CCP and YHDP development and implementation. Also assisted with PITC youth outreach and identification efforts and the Youth CES system design. The YAB vets and approves all processes of YHDP.	An integral part the YHDP, CCP development, and overall “ecosystem” planning processes. Provide guidance and support to operations team, including membership on the operations team by 3 YAB members. Will help design the data tracking and CQI process for monitoring newly funded projects as well as system performance overall. See "Leadership Capacity" section, signed agreement, and Youth System Map for details.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

San Diego Promise Zone, City of San Diego (0)	Local Government Agency	NEW PARTNER - San Diego Promise Zone was formed in 2016. In 2018, RTFH began conversations about aligning efforts and leveraging initiatives to reach the most vulnerable populations. Since the forming of the partnership both the CoC and Promise Zone have coordinated efforts for youth through various workgroups and community meetings to double down on efforts to end youth homelessness.	SDPZ has committed to working with YHDP leadership to identify ways to expand resources and align efforts. SDPZ has attended community meetings consistently and coordinates with RTFH on various initiatives to end youth homelessness, including providing technical assistance to YHDP on community asset mapping and providing a framework to develop Accessory Dwelling Units within the City. Will ensure that all programs incorporate identified best practices into intake procedures that promote family reunification and family-based crisis intervention strategies.
County of San Diego, HHSA, Child Welfare Services (CWS)	Child Welfare Agency	The County has partnered with RTFH for over 20 years, and has a current Operating Agreement with RTFH for the YHDP. SD County HHSA's Chief Executive Officer is an RTFH Board member. CWS has provided data on its family reunification program since 2012. Staff is on the YHDP operations team and attends weekly meetings. Strategic partner and facilitator on the YHDP application and subsequent plan. Provided \$35,000 in-kind match to YHDP.	Will refer youth to CES for services and will participate in a time-limited workgroup to address barriers minors face in accessing services. Will also support the establishment of a data sharing agreement to match HHSA and HMIS data to determine how many youth exit child welfare and experience homelessness. See attached Letter for more details.
San Diego Police Dept. (SDPD)	Local Law Enforcement	Chief of Police and Asst. Police Chief on the RTFH board. RTFH involvement for approximately 5 years. SDPD has a dedicated Homeless Outreach Team (HOT). HOT has access to HMIS data to access administer assessments in CES. HOT and RTFH Outreach coordinate regularly. Strategic partners on homelessness issues.	Will refer youth to CES and will administer the TAY VI SPDAT to youth and young adults as appropriate.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

La Mesa Police Dept.	Local Law Enforcement	Officers have participated in RTFH membership meetings and hosted panel sessions on homelessness and police.	Will refer youth to CES and will administer the TAY VI SPDAT to youth and young adults as appropriate.
Oceanside Police Dept.	Local Law Enforcement	Officers have participated in RTFH membership meetings and hosted panel sessions on homelessness and police. Oceanside HOT has access to HMIS data to access administer assessments in CES. Strategic partners on the YHDP plan.	Will refer youth to CES and will administer the TAY VI SPDAT to youth and young adults as appropriate.
San Diego County Sheriff's Dept.	Local Law Enforcement and Juvenile Corrections	Officers have participated in RTFH membership meetings and hosted panel sessions on homelessness and police. RTFH involved for over 5 years.	Will refer youth to CES and will administer the TAY VI SPDAT to youth and young adults as appropriate.
Home Start, Inc.	Early Childhood Development and Childcare, Runaway and Homeless Youth Program Provider	CEO is on the CoC Governance Board and on the Youth Homelessness Consortium Steering Committee. Participated on the Keys to Housing Steering Committee in 2010. RTFH involvement for over 5 years. Expert provider working with pregnant/parenting young women. Provides Early Childhood Development services in partnership with First 5. Strategic partner and facilitator on the YHDP plan, providing input to ensure effective and inclusive services for pregnant and parenting youth.	Will ensure all programs incorporate identified best practices into intake procedures that promote family reunification and family-based crisis intervention strategies. Subpopulation lead agency to lead local cross-system work to meet the needs of pregnant and parenting youth experiencing homelessness. Will allocate agency staff time to establish system and agency CQI mechanisms, establish outcomes and benchmarks, and monitor progresses. Designated a youth staff to attend all YAB meetings. Will also work with the CoC to add non-HUD funded housing resources to HMIS and further refine the youth CES. Will provide training to adult and family staff on working with youth and sub-populations.
South Bay Community Services	Early Childhood Development and Childcare,	Key staff is on the RTFH Board and the Fundraising Committee. Staff is also on the Youth Homelessness Consortium Steering Committee. RTFH involvement	Will ensure all programs incorporate identified best practices into intake procedures that promote family

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

	Runaway and Homeless Youth Program Provider	for over 10 years. Strategic partner and facilitator on the YHDP plan. Provides health child development services and therapeutic preschool in partnership with First 5.	reunification and family-based crisis intervention strategies. One of the primary regional agencies to lead local cross-system work and create system priorities for engaging new partners. Will allocate agency staff time to establish system and agency CQI mechanisms, establish outcomes and benchmarks, and monitor progresses. Will also work with RTFH to add non HUD funded housing resources to HMIS and further refine the youth CES to include these resources. Will provide training to adult and family staff on working with youth and sub-populations.
San Diego County Office of Education, Foster Youth Services Coordinating Program and Homelessness Education Services	Local Education Agency	Nexus to McKinney-Vento data and information. Liaison to each school district in SD County. Provides RTFH with data on homeless students for several initiatives including Keys to Housing, RTFH Community Plan to End Homelessness, and the Homelessness Prevention and Rapid Re-Housing Program (since 2010). RTFH involvement for approximately 10 years. Strategic partner and facilitator on the YHDP application and subsequent plan. The McKinney-Vento Liaison is on the YHDP operations team, and CoC Governance Board, and attends weekly meetings. Also Chairs the SD Youth Homelessness Consortium.	Will continue to support staff leadership of the SD Youth Homelessness consortium. Will refer youth to CES for services and will partner with RTFH, YAB and providers to develop education focused housing supports. Will help lead the to-be- formed education, employment and entrepreneurialism workgroup. Will lead ongoing education stakeholder group.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

San Diego Youth Services	Runaway and Homeless Youth Program Provider, Non-Profit Youth Organization	Collaborating with RTFH on the youth homeless Point in Time Count. RTFH involvement for approximately 5 years. Executive Director is on the RTFH Board and key staff is on the Youth Homelessness Consortium Steering Committee. Key provider agency on the YHDP operations team. Partnered with RTFH to ensure the development of a successful CCP. Hired the SDYS YHDP Program Manager to help coordinate YHP. Provided matching funds to support the YAB. Provides support for all aspects of YAB.	One of the primary regional agencies to lead local cross-system work and create system priorities for engaging new partners. Will allocate agency staff time to establish system and agency CQI mechanisms, establish outcomes and benchmarks, and monitor progress. Will also work with RTFH to add non-HUD funded housing resources to HMIS, and further refine the youth CES to include these resources. Will provide youth specific training to adult and family staff on working with homeless youth and sub-populations.
San Diego LGBT Community Center	Runaway and Homeless Youth Program Provider, Non-Profit Youth Organization	Key staff is on the RTFH Data Advisory Committee. RTFH involvement for over 5 years. COO co-chairs the SD Youth Homelessness Consortium. Strategic partner and facilitator on the YHDP plan.	Subpopulation lead agency to lead local cross-system work to meet the needs of LGBTQ youth experiencing homelessness. Will allocate agency staff time to establish system and agency CQI mechanisms, establish outcomes and benchmarks, and monitor progresses. Will also work with RTFH to add non HUD funded housing resources to HMIS and further refine the youth CES to include these housing resources. Will provide training to adult and family staff on working with youth and sub-populations.
YMCA of San Diego	Runaway and Homeless Youth Program Provider, Non-Profit Youth Organization	Key staff is on the Youth Homelessness Consortium Steering Committee. RTFH involvement for over 10 years. Strategic partner and facilitator on the YHDP plan.	Will ensure all programs incorporate identified best practices into intake procedures that promote family reunification and family-based crisis intervention strategies. One of the primary regional agencies to lead local cross-system work and create system priorities for engaging new partners. Will

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

			allocate agency staff time to establish system and agency CQI
North County LGBTQ Resource Center (0)	Non-Profit Youth Organization	NEW PARTNER - Provide a range of services, programming and advocacy to support LGBTQ youth and adults.	Will participate in the Youth Homelessness Consortium and CoC General Membership representing North County LGBTQ communities.
North County Lifeline	Non-Profit Youth Organization	Works with homeless youth service providers and RTFH to integrate mental health services, CSEC services, and youth development services into Youth CES. Strategic partner on the YHDP plan to ensure services will meet the needs of youth who have been victims of commercial sexual exploitation.	Will ensure that youth voice is present at meetings and work groups for the refinement of the youth serving system as well as provide training to adult and family staff on working with youth and sub- populations. Will allocate agency staff time to establish system and agency CQI mechanisms, establish outcomes and benchmarks, and monitor progresses. Will also work with RTFH to add non-HUD funded housing resources to HMIS and further refine the youth CES to include these housing resources.
The Council for Supplier Diversity	Community Development Corporation	Met with YHDP leadership in early 2018 to discuss opportunities for entrepreneurial development of homeless youth. The CEO is on the YHDP operations team and attends weekly meetings. The Council provided an \$8,000 in-kind match to YHDP.	Will administer youth entrepreneur academies to train youth experiencing homelessness to become business owners and start micro-businesses. Will leverage its associated network of 200 women, minority owned and/or military service-disabled owned businesses to offer internships and job training opportunities. Will lead and participate in the 3E workgroup.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

County of San Diego, Department of Probation	Juvenile and Adult Probation	San Diego County has been involved with the RTFH for over 20 years. Probation staff have served on RTFH board. Strategic partner and facilitator on the YHDP plan. Staff provided critical insights to ensure effective and inclusive services for justice- involved youth. Providing a \$15,649 in-kind match to YHDP. Key Staff is on the YHDP operations team.	Assigned staff to be on the Operations Team, and attend all YHDP meetings. Working with RTFH to support the design and implementation of a more efficient process of referring youth to CES, planned discharging from institutions into the community, and collaborating with housing prevention/ diversion support services. Will also support the establishment of a data sharing agreement to match corrections and HMIS data to determine how many youth exit corrections and experience homelessness.
County of SD, HHSA, Behavioral Health Services	Health, Mental Health and Substance Abuse Agencies	The County has been involved with the RTFH for over 20 years. Strategic Partner and facilitator on the YHDP plan.	Will continue to participate in the Youth Homelessness Consortium. Will also support the establishment of a data sharing agreement to match behavioral health and HMIS data to determine how many youth exit behavioral health services and experience homelessness.
Hospital Association of San Diego and Imperial Counties	Health, Mental Health and Substance Abuse Agencies	President and CEO is currently on the RTFH Board. Instrumental on Community Information Exchange (CIE) efforts which helps our region's vulnerable populations— homeless, elderly, veterans, families, and other clients—by improving care coordination across social services and care providers. RTFH involvement for over 3 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will continue to formalize a discharge policy. Met with YAB for a special focus group to ensure there is youth voice in their required hospital assessment for the region.
Pathways Community Services	Health, Mental Health and Substance Abuse Agencies	Provides mental health services to youth in partnership with youth providers. Has participated in Youth Homelessness Consortium.	Will continue to participate in the Youth Homelessness Consortium and CoC General Membership. Will ensure that youth voice is present at 100% of all meetings and work groups for the refinement of the youth serving system

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

			as well as provide training to adult and family staff on working with youth and sub-populations.
NAMI San Diego (0)	Health, Mental Health and Substance Abuse Agencies	NEW PARTNER - NAMI San Diego is the community's voice on mental illness. Provides multiple services many of which are peer-based.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Ensuring that the voice of youth who have mental illness is heard.
Rady Children's Hospital – San Diego (0)	Health, Mental Health and Substance Abuse Agencies	NEW PARTNER - Rady Children's Hospital-San Diego is the largest children's hospital in California and provides services to the San Diego, southern Riverside and Imperial counties. It is affiliated with the UC San Diego School of Medicine.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
San Diego Workforce Partnership	WIOA Board and Employment Agencies	President and CEO is on the RTFH Board. RTFH involvement for approximately 5 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will participate in the employment, education, and entrepreneurialism workgroup to integrate YHDP and Opportunity Youth initiatives.
San Diego Regional Chamber of Commerce	WIOA Board and Employment Agencies	Executive Director of Policy and Economic Research is on the RTFH Board. Chamber is an advocate in promoting initiatives that support affordable housing development. RTFH involvement for approximately 5 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

San Diego Housing Commission (SDHC)	Public Housing Authority	Involved with the RTFH for over 20 years. CEO is current RTFH Board member and sits on the Integrative Health, Housing and Human Services Advisory Council. Manages 13 CoC funded projects. Grant recipient for first TAY Rapid Rehousing project in San Diego. Key staff is on the following committees: Executive, Working Group, Data Advisory, Fundraising, Nominations and Selections, CES, Evaluations, Opening Doors, Landlord Engagement, Youth CES, and Veterans Consortium. Worked with SDSU to provide up to 100 housing vouchers to homeless students starting in 2016. Strategic partner and facilitator on the YHDP plan. Provided \$3,024 in-kind match to YHDP. Key staff is on the YHDP operations team.	Will ensure all programs incorporate identified best practices into intake procedures that promote family reunification and family-based crisis intervention strategies. Designated a staff to attend all YHDP Operations Team meetings and assists in the facilitation of needed work groups. Will collaborate with RTFH to align funding priorities with the CCP. Designating 22 new units for TAY in late 2019.
San Diego County, Housing and Community Development	Public Housing Authority	San Diego County has been involved with the RTFH for over 20 years. Director is on the RTFH board.	Participates in CoC General Membership.
San Diego State University (SDSU), Institute for Public Health	Institutions of Higher Education	Executive Director is on the RTFH Board. RTFH involvement for over 5 years. Worked with SDHC to provide up to 100 housing vouchers to homeless students started as of 2016.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
San Diego Community College District, Continuing Education (0)	Institutions of Higher Education	NEW PARTNER - As the second-largest of California's 72 community college districts, the San Diego Community College District serves approximately 100,000 students annually at its three, credit colleges and seven campuses of San Diego Continuing Education. The colleges offer associate degrees, and Continuing Education and the colleges offer career technical certificates.	Will participate in the Youth Homelessness Consortium and CoC General Membership.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

Point Loma Nazarene University (PLNU)	Institutions of Higher Education	PLNU staff member has been the RTFH facilitator for more than 15 years. Staff consulted on the Keys to Housing initiative and promoted it to San Diego jurisdictions. Staff developed and piloted the Point in Time Count methodology and provided Homeless Information Forums. Published several reports on sex trafficking in San Diego and assessed the impact of a local housing first project for chronically homeless frequent users. Nursing and social work departments provide homeless individuals with immunizations, health screening, and childcare.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
Community Housing Works	Affordable Housing Developers	RTFH General Member for over 10 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
Wakeland Housing and Development Corporation	Affordable Housing Developers	RTFH General Member for approximately 5 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
Chapin Hall at the University of Chicago	Local Advocacy, Research, and Philanthropic Organizations	In 2016 worked with RTFH member SDYS to participate in VoYC, which informed this proposal and youth PIT count efforts, including the 2017 count, 2018 and 2019 counts. Key staff is on the YHDO operations team.	VoYC data results will inform the YHDP CCP and commit to providing national findings from research and to partnering in relevant activities in developing and implementing our system.
Funders Together to End Homelessness San Diego (FTEH-SD)	Local Advocacy, Research, and Philanthropic Organizations	FTEH-SD Chair serves on RTFH board and governance committee. FTEH-SD director serve on the RTFH board and evaluation committee. History of financially supporting RTFH since 2012.	Committed funds to support the YHDP planning phase. FTEH-SD will also participate in the YHDP. FTEH-SD has awarded 11 scholarships to people with lived experience to attend the NAEH conference, awarded \$120k for advocacy capacity building to 2 advocacy collaboratives to advance public policy and the influence of people with lived experience, and is continued to find opportunities to fund key initiatives.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

The Children's Initiative (Ø)	Local Advocacy, Research, and Philanthropic Organizations	NEW PARTNER - Through research, analyzing local data and building partnerships, the Children's Initiative develops projects and programs that support children and families in San Diego County.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
United Way of San Diego	Local Advocacy, Research, and Philanthropic Organizations	President and CEO is on the RTFH Board, and assists the CoC with financial oversight and accounting. RTFH involvement for over 10 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership.
8 West	Privately Funded Homeless Organization's	Key staff participates in the Youth Homelessness Consortium. RTFH involvement for around 5 years. Strategic partner on the YHDP plan.	Will ensure that youth voice is present at 100% of all meetings and work groups for the refinement of the youth serving system as well as provide training to adult and family staff on working with youth and sub-populations.
San Diego Youth Homelessness Consortium	Youth Homelessness Collaboration	The San Diego Youth Homelessness Consortium (SDYHC), which is comprised of providers serving youth and young adults in San Diego County including YAB members, has an advisory role and serves as a pulse check on the YHDP planning and process. The SDYHC has multiple working groups that will have responsibility for supporting many of the action steps outlined in the CCP. The SDYHC is kept apprised of YHDP development activities and encouraged to participate in community meetings. The Chair of the SDYHC is on the Operations Team of the YHDP and attends all YHDP meetings. SDYHC members can provide written feedback to the CoC or Operations Team at any time and have been invited to participate in community meetings to shape the plan. The SDYHC serves in an advisory capacity to the CCP and YHDP processes.	Will oversee creation of the following working groups: education, employment and entrepreneurialism; data; youth and provider engagement; cross-system collaboration; and housing and services. Will partner with RTFH and the operations team to determine how to best support the sustainability of the CCP. Will support youth leadership of all activities to prevent and end youth homelessness.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

Meridian Baptist Church	Faith-based Institutions	Lead Pastor in on the RTFH board. RTFH member for one year.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will help ensure that youth voice is present at meetings and work groups for the refinement of the youth serving system as well as provide training to adult and family staff on working with youth and sub-populations.
The Salvation Army	Faith-based Institutions	Key staff is on the RTFH Board. RTFH involvement for over 10 years. Key staff is on Nominations & Selections Committee of RTFH.	Will continue to participate in the Youth Homelessness Consortium and CoC General Membership. Will help ensure that youth voice is present at meetings and work groups for the refinement of the youth serving system, as well as, participate in training on working with youth and sub-populations.
Catholic Charities	Faith-based Institutions	Executive Director is a former RTFH Board Treasurer and on the Nominations and Selections Committee. RTFH involvement for over 10 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will ensure that youth voice is present at all meetings and work groups for the refinement of the youth serving system, as well as, provide training to adult and family staff on working with youth and sub-populations.
Interfaith Shelter Network	Faith-based Institutions	RTFH General Member for over 10 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will ensure that youth voice is present at all meetings and work groups for the refinement of the youth serving system as well as provide training to adult and family staff on working with youth and sub-populations.

SAN DIEGO COORDINATED COMMUNITY PLAN TO END YOUTH HOMELESSNESS

Episcopal Community Services	Faith-based Institution and Child Care Provider	RTFH General Member for over 10 years.	Will participate in the Housing and Services workgroup to guide matching youth with needed childcare services. Will participate in the Youth Homelessness Consortium and CoC General Membership. Will ensure that youth voice is present at all meetings and work groups for the refinement of the youth serving system and will participate in training on working with youth and sub-populations.
Father Joe's Villages	Faith-based Institution and Child Care Provider	President and CEO is the RTFH Treasurer, key staff is on the Family Consortium Subcommittee, Evaluation Advisory Committee and Data Advisory Committee. RTFH involvement for over 10 years.	Will participate in the Youth Homelessness Consortium and CoC General Membership. Will ensure that youth voice is present at all meetings and work groups for the refinement of the youth serving system and will participate in training on working with youth and sub-populations.

Appendix C - Review of Changes in the YYA PiTC between 2017 & 2018

Changes Between 2017 and 2018: If we look at the 2018 PiTC data we can see some major changes compared to 2017. These include a decrease in the overall count of YYA experiencing homelessness and decreases in the number of unsheltered (-25%), sheltered (-42%) and unstably housed youth and young adults (-39%). The only area where an increase in numbers was counted was in the number of unsheltered youth under age 18.

PiTC Measure	2017	2018
Number of youth sheltered unsheltered or unstably housed	1340	928
Number of youth sheltered or unsheltered (HUD homeless definition)	1150	813
Number of sheltered youth	267	154
Number of unsheltered youth	883	659
Number of unstably housed youth	190	115
Number of sheltered youth under age 18	27	17
Number of unsheltered youth under age 18	41	75
Number of unstably housed youth under age 18	57	46
Number of sheltered youth 18-24	240	137
Number of unsheltered youth 18-24	842	584
Number of unstably housed youth 18-24	133	69

What can explain these changes? We asked this question to YAB and members of the Action Team (which includes RTFH and youth-specific community service providers involved in the 2017 and/or 2018 PiTC) and here are the two factors that they believe heavily influenced the change in numbers:

Response to Hepatitis A Outbreak: As noted in national and local news across America in 2017, San Diego County experienced an outbreak of Hepatitis A virus (HAV), which has been contained as of 2018. The HAV crisis resulted in the County Public Health Department declaring a state of emergency in September of 2017 and prompted immediate efforts to contain the virus and save lives. The County and City partnered together on containment and sanitized streets, sidewalks and cleaned homeless encampments. As reported by the County, The HAV outreach was mostly concentrated among individuals who were homeless and/or drug users. There were 582 documented cases of HAV and unfortunately 20 people died from the disease. Prior to the sanitation the city issued notice alerts on the streets being cleaned and police officers were called to clear the streets of any homeless that lived there. In the immediate weeks and days leading up to the 2018 youth PIT Count, local law enforcement agencies, nurses and foot workers conducted sweeps of areas where unsheltered homeless were known to congregate, to help in sanitizations efforts and to provide HEP A vaccinations. 2018 PITC Youth Outreach workers working on the count reported that they went to parks and encampments where they had usually found large numbers of youth, they found eviction notices and no youth.

A hypothesis of a scattered population was determined by youth service providers and some local media. This hypothesis is supported by regional PIT Count summaries that show large increases in the number of individuals experiencing homelessness between 2017 and 2018 in some areas of the County, including the more rural and unincorporated regions while the central region that was canvassed and sanitized had a lower number of homeless reported in 2018.

Interestingly, whilst the numbers of youth from 2017 to 2018 Point-in-Time County may have gone down due to the Hep A crisis, the numbers of youth in the Homeless Management Information System (HMIS) increased. Youth Served by HMIS homeless providers from January 1, 2016 to January 1, 2017 are captured as 8,530 youth. In comparison on the following year - from January 1, 2017 to January 1, 2018 - the numbers of homeless youth increased to 10,752. This number represents an increase of 2,222 youth in the HMIS system for 2017, which is a significant influx of 26% increase systemically from 2016.

Another noted controversy is the fact that the amount of homeless youth reported by the San Diego County Office of Education (SDCOE) homeless youth data also increased. This data set represents any student identified during the year who meets the McKinney-Vento definition. From 2015-16 school year total of homeless youth: 22,784 and from 2016-17 school year total of homeless youth: 23,845 total students. The SDCOE reported 1,061 more homeless youth from the year prior, a 4.6 percent increase. Of these **539 students experienced homelessness on their own**.

While the one week snapshot in time from the Youth Specific PiTC showed a decrease in the amount of youth on the street, our other systems (HMIS and SDCOE) tell a different story - that youth may have been seeking shelter during the Hep A crisis and being provided services elsewhere and not being counted on the street due to Hep A and the presence of law enforcement, media and emergency workers.

Youth Provider Engagement: Another influencing factor, suggested by youth providers, is that the 2017 Youth PITC benefitted from the momentum and infrastructure of the VoYC which had been conducted in the prior year. Service providers were able to use the same outreach workers to conduct the 2017 PIT Count as the 2016 VoYC and modelled the same outreach approach. In 2018, youth service providers were unable to identify and engage the same number of youth outreach workers to participate in the youth count as in the prior year.

Appendix D – CoC Monitoring Policy

Policy: CoC Monitoring Policy

Approved By: RTFH Governance Board

Effective Date: 1/17/2019

Policy Authority: This policy is adopted under the authority of the local Continuum of Care (CoC), the Regional Task Force on the Homeless as Collaborative Applicant for the San Diego region.

Purpose: To effectively administer the federal grant funds, specific standards for operating and managing the CoC Program are defined to include general recordkeeping requirements, fiscal management, program participant records, and monitoring procedures.

Standard: Grant recipients and subrecipients under the Continuum of Care (CoC) Program are required to show compliance with regulations through appropriate program implementation, administration and recordkeeping.

Scope: Recipients and subrecipients of CoC Program funds, the CoC Collaborative Applicant, and the HMIS Lead.

Authority: Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act Code of Federal Regulation (CFR) for the CoC Program 24 CFR Part 578, Subpart G Grant Administration; and the Office of Management Budget (OMB) to include OMB Guidance for Grants and Agreements 2 CFR 200; Audits of States, Local Government and Nonprofit Organizations 24 CFR Part 85; the Lead-based Paint Poisoning Prevention Act (42 U.S.C. 4821-4846); and Environmental review activities subject to 24 CFR Part 50.

Responsibilities:

1. DEFINITIONS

1.1 Collaborative Applicant is defined to mean an instrumentality of state or local government, local government, nonprofit, state, or public housing authority that has been designated by the Continuum of Care to collect the required application information from all projects within the geographic area of the Continuum and apply for a grant.

1.2 Recipient is defined to mean an applicant that signs a grant agreement with the U.S. Department of Housing and Urban Development (HUD), as defined in Section 424 of the McKinney-Vento Act.

1.3 Subrecipient is defined to mean a private nonprofit organization, State or local government, or instrumentality of a State or local government that receives a subgrant from the recipient to

operate a project. The definition of “subrecipient” is consistent with the definition of “project sponsor” found in Section 401 of the McKinney-Vento Act.

2. PROGRAM MONITORING The Regional Task Force on the Homeless (the Collaborative Applicant), will establish and maintain standard procedures for ensuring that Continuum of Care (CoC) Program funds are used in accordance with federal requirements, and will establish and maintain sufficient records to enable the U.S. Department of Housing and Urban Development (HUD) to determine whether the recipient and its subrecipients are meeting the requirements of 24 CFR Part 578.

To support this role and responsibility, CoC Program monitoring activities will include financial and program compliance outlined in 24 CFR Part 578 identified in this policy and the supporting CoC Program Monitoring Checklist. The United States Department of Housing and Urban Development (HUD) maintains responsibility for monitoring all CoC recipients, and this will include monitoring a sample of subrecipients when a recipient is selected for HUD program monitoring.

3. ADMINISTRATION AND GENERAL RECORDKEEPING

Administration and recordkeeping activities include, but are not limited to:

3.1 Continuum of Care Records (24 CFR 578.103(a)(1)) As the jurisdiction’s CoC Collaborative Applicant, the Regional Task Force on the Homeless will maintain documentation relating to establishment and operations of the local Continuum of Care (CoC).

3.2 Program Records (24 CFR 578.103(a)(3 through 17) Recipients and subrecipients will maintain documentation relating to implementation and operations of CoC Program projects, to include:

- a) **Homeless Status** – Documentation of literal homelessness as defined in 24 CFR Part 576.500(b).
- b) **At Risk of Homeless Status** – Documentation that establishes “at risk of homelessness” status of each individual or family who receives homelessness prevention assistance as defined in 24 CFR Part 576.500(c).
- c) **Reasonable Belief of Imminent Threat of Harm** – Documentation for people who moved to a different Continuum of Care (region) due to imminent threat of further domestic violence, dating violence, sexual assault, or stalking under 24 CFR Part 578.51(c)(3).
- d) **Annual Income** – Perform initial, and at least annually thereafter, a review of income for people receiving housing assistance where rent or occupancy charge is paid by the program participant. The annual income review will be performed in compliance with 24 CFR Parts 578.77. Calculating Occupancy Charges, Rent and Annual Income will be entered

in HMIS using the anniversary of the program entry date that is established “when the fiscal payment of rent begins (first date of Housing Assistance Payment)” regardless of the date when the actual income review was completed, as long as this review was no sooner than 30 days prior to the anniversary date, and no later than 30 days following the anniversary date. The supporting income documentation will be retained in the participant case file, and may be uploaded into HMIS for agencies using electronic filing.

- e) **Program Participant Records** – Documentation for each program participant receiving services, an annual assessment of services for those program participants that remain in the program for more than a year, and compliance with the termination of assistance requirements under 24 CFR 578.91.
- f) **Housing Standards** - Documentation of compliance with the housing quality standards (HQS), to include inspection reports under 24 CFR 578.75(b).
- g) **Services Provided** – Documentation of supportive services provided under the recipient or subrecipients program and the amounts spent on those services, to include the annual assessment of services for participants and that the service package offered to program participants was adjusted, as applicable.
- h) **Services to Families/ Youth** - Agencies must have a *designated a staff person* to be responsible for ensuring that children being served in the program are enrolled in school and connected to appropriate services in the community (**Education**), including early childhood programs such as Head Start. A policy must be in place to ensure that families with children under the age of 18 are not denied admission or separated when entering housing. 24 CFR § 578.93 (e); 24 CFR § 578.23 (c)(iii)(iv).
- i) **Match** – Records of the source and use of contributions made to satisfy the match requirement in 24 CFR 578.73, to include the records of match provided by subrecipients. The record will show *how* the value placed on third party in-kind contributions was derived.
- j) **Conflicts Of Interest** – Documentation to show compliance with organizational conflict-of-interest requirements.
- k) **Homeless Participation** – Documentation to show compliance with the homeless participation requirements.
- l) **Faith-Based Activities** – Documentation to show compliance with the faith-based requirements under 24 CFR 578.87(b), as applicable.
- m) **Affirmatively Furthering Fair Housing** – Maintain marketing, outreach and other materials used to inform eligible persons of the program to document compliance with the

requirements in 24 CFR 578.93(c).

- n) **Other Federal Requirements** – Documentation in support of compliance with 24 CFR 578.99, as applicable. www.fsrs.gov
- o) **Subrecipients and Contractors** – The recipient will retain copies of all solicitations from and agreements with subrecipients, records of payment requests and payments, and documentation of monitoring findings with corrective actions of subrecipients, as applicable.
- p) **Other Records Specified by HUD** - Other documentation defined in 24 CFR 578.103(a)(17).

3.3 Confidentiality (24 CFR Part 578.103(b)) In addition to meeting the specific confidentiality and security requirements for HMIS data, the recipient and subrecipient will establish written procedures to ensure records containing program participant identifying information are kept secure and confidential, address or location of violence program site will not be made public, and the address or location of any housing of a program participant will not be made public.

3.4 Record Retention (24 CFR Part 578.103(c)) All records pertaining to CoC Program funds must be retained for the greater of 5 years from grant close-out, and 15 years from the date first occupied for acquisition, construction, and/or rehabilitation programs.

3.5 Access To Records (24 CFR Part 578.103(d)) All records are subject to Federal and public rights as outlined in this rule. Notwithstanding the confidentiality procedures, HUD, the HUD Office of the Inspector General, and the Comptroller General of the United States, or any of their authorized representatives, must have the right of access to all books, documents, papers, or other records of the recipient and its subrecipients that are pertinent to the CoC Program grant audits, examinations, excerpts, and transcripts.

3.6 Reports (24 CFR Part 578.103(e)) In addition to reports outlined in 24 CFR parts 84 and 85, the recipient must collect and report data on CoC Program funds in an Annual Performance Report (APR), as well as, any additional reports required by HUD.

3.7 Financial Management Monitoring of CoC Programs will include internal controls to include:

- a) Documentation demonstrating compliance with the Single Audit Act and OMB Circular 2 CFR 200. All non-Federal entities that expend \$750,000 or more of Federal awards in a year are required to obtain an annual audit in accordance with the 2 CFR 200.501 Audit Requirement and the OMB Circular Compliance Supplement and Government Auditing Standards.
- b) Compliance with the Federal Procurement Management Review under the Federal Suspension and Debarment. www.gsa.gov or

<http://www.gsaig.gov/index.cfm/suspension-and-debarment-listed-by-state/>

4. GRANT AND PROJECT CHANGES The recipient and subrecipients may not make any significant changes to a project without prior HUD approval, evidenced by a grant amendment signed by HUD and the recipient. Any other minor changes to an approved grant must be fully documented in the recipient and subrecipient records.

4.1 Significant changes include a change of recipient and subrecipient, a change of project site, additions or deletions of the types of eligible activities approved for a project, a shift of more than 10 percent from one approved eligible activity to another, a reduction in the number units, and a change in the subpopulation served.

4.2 Minor changes or program revisions that require recipient approval before the recipient or subrecipient can implement the change include all budget changes, a shift in funded program activities, and any program change not referenced in item 4.1 of this policy.

5. MONITORING SELECTION PROCESS

Monitoring Selection and Sampling: The risk analysis process will be used to determine which recipients and program areas should be reviewed. Once that process has been completed, where it is indicated that a file review is necessary to answer monitoring questions, the RTFH reviewer will consider the following factors when determining the specific files that will comprise the review sample:

- a. Where feasible, initial monitoring selection should be made using a random selection method.
- b. The reviewer may consider adding more files to this selection to:
 - I. Include file(s) from each staff person working in the respective program area being monitored;
 - I. Expand the sample, if possible, to include additional files with the same characteristics, if indicated by the severity or nature of any problems(s) noted during the initial selection's review (for example, same problem category, same staff person, same activities or other characteristics). This expanded sampling aids in determining whether problems are isolated events or represent a systemic problem.
- c. The reviewer may also add files to the selection that the HUD reviewer has reason to believe may have compliance problems or that is substantially different in terms of size, complexity, or other factors from other projects the recipient has administered.

6. ON-SITE MONITORING Annually, the Collaborative Applicant will contact the CoC Program recipients to schedule an on-site monitoring visit, and confirm the monitoring visit in a written letter sent to recipient via email, which will include a copy of the CoC Program Monitoring Checklist.

6.1 On-site monitoring visits will be coordinated by the Collaborative Applicant, the monitor(s) will observe the independently funded programs according to applicable CoC Program and federal regulations.

6.2 On-site monitoring may occur for programs requiring additional assistance or due to poor performance.

6.3 Program monitoring will consist of on-site review or off-site (or remote) review of records/files, agency policies and procedures, participants' files, HMIS and/or CES reports.

6.4 On-site reviews are conducted at the grant recipients' office and may include visits to housing sites. The Collaborative Applicant will contact the recipient to schedule the monitoring visit and will provide written notice and details of the monitoring visit at least 15 business days prior to the monitoring visit.

a) Prior to Onsite Monitoring Site Visit-

1. RTFH will send an email to the recipient requesting pertinent documents (i.e. Financial Audit, HUD Findings, APR).
2. All requested pertinent documents must be submitted to RTFH **10 business days prior** to the Onsite Monitoring Visit.
3. The recipient will have a date to return the documents noted in the email.

b) During Onsite Monitoring Site Visit-

1. At the monitoring visit, the purpose of the monitoring will be communicated by the Collaborative Applicant and the recipient will provide an overview of their project.
2. Document Review – The Monitoring Team will complete the monitoring tool, including a review of the program policies, procedures and all required documents.
3. The Monitoring Team will ask clarifying questions and will take notes, attach copies or photos of what was examined, and document the resulting analysis.
4. Participant File Review – The Monitoring Team may randomly selected participant files to review.
5. Prior to exiting the meeting, the Monitoring Team will discuss concerns, findings, observations, recommendations and suggest corrective actions (if necessary).

6.5 Within 30 calendar days of completing the on-site monitoring, RTFH will summarize the monitoring review, document performance, and identify concerns and/or findings. If a concern or finding is noted, RTFH will document the concern/finding in a Corrective Action Plan and submit the plan to the recipient within 30 days of the onsite monitoring visit.

- a) A concern is a deficiency in program performance and will result in a finding if the concern is not corrected by the requested date in the corrective action plan.
- b) A finding is a deficiency in program performance based on material noncompliance with a statutory, regulatory, or program requirement for which sanctions or other corrective actions are authorized. A finding, depending on the nature may be immediately reportable to HUD.
- c) The Corrective Action Plan will address all concerns and/or findings with a list of actions and measurable goals to correct the problem(s)
- d) RTFH reserves the right to request immediate corrective action for housing quality standards issues that may affect the health and safety of consumers.

6.6 The subrecipient will have 15 calendar days to provide a written response to RTFH regarding the onsite monitoring notification letter and corrective action plan, inclusive of actionable goals.

7. REMEDIAL ACTIONS AND SANCTIONS RTFH will review the performance of each recipient in carrying out its responsibilities. This will occur through annual on-site monitoring visits, single or program specific audits, and other financial audit reports, information generated by HUD financial and reporting systems (e.g. LOCCS and e-snaps), HMIS, the Annual Performance Report (APR) and, relevant information pertaining to recipient and subrecipient performance gained from other sources, to include citizen comments, complaints, and litigation. For programs that fail to meet program requirements:

7.1 RTFH shall notify the recipient and subrecipient of the nonperformance and/or non-compliance with CoC Program regulations, and/or citizen comments and complaints.

7.2 If the recipient determines that a subrecipient is not complying with a program requirement or its subrecipient agreement; the recipient must take action through the following process:

- a) The recipient will document the subrecipient non-compliance with the CoC Program regulations and develop corrective actions designed to prevent a continuation of the deficiency, to mitigate to the extent possible, its adverse effects, and to prevent its recurrence. This report will be submitted to RTFH.
- b. RTFH will convene a meeting to review program performance and compliance to the CoC program guidelines and present the proposed corrective actions. The recipient and subrecipient will attend the meeting to support the development of a schedule with milestones necessary to implement the corrective actions. The outcome of this review will be a Corrective Action Plan that assigns responsibilities for carrying out the

remedial actions and corresponding dates for evaluating activities.

7.3 If the recipient or subrecipient fails to respond to the proposed corrective actions of the corrective action plan, or fails to reply within the designated time frames, and is not able to demonstrate compliance, the following sections describe remedial actions and sanctions that may be taken or imposed by both HUD and/or The Continuum of Care.

1) Remedial Actions:

- a. Remedial actions as described at 24 CFR part 578.107(b)(1) may include the following:
 - Developing and following a schedule of actions for carrying out project activities and projects affected by non-compliance, including schedules, timetables, and milestones;
 - Establishing and following a grants management plan that assigns responsibilities for carrying out remedial actions;
 - Canceling or revising project activities or projects likely to be affected by non-compliance before expending associated grant funds;
 - Re-programming grant funds not yet expended for given activities or projects to eligible costs or projects;
 - Suspending funds disbursement;
 - Reducing or terminating a subrecipients remaining grant funds and re-allocating funds to other subrecipients or returning funds to HUD; and
 - Requiring matching contributions to be made before or in conjunction with draws being made from the recipient's grant.

2) Sanctions by HUD:

- a. Sanctions, as defined at 24 CFR part 578.107(b)(2) through (9), may include the following:
 - Changing method of payment to reimbursement;
 - Suspending payments to preclude the further expenditure of funds for affected projects or activities;
 - Continuing the grant with a substitute recipient of HUD's choosing;
 - Denying matching credit for all or part of the cost of the affected activities and requiring further matching contributions;
 - Requiring the recipient to reimburse its line of credit in an amount equal to the funds used for the affected activities;
 - Reducing or terminating the remaining grant;
 - Imposing conditions on a future grant; and
 - Imposing other legally available remedies.

8. Recipients must be in compliance the following federal laws as applicable:

- **Code of Federal Regulations:** Title 24 part 578, 2 CFR part 200
- **The McKinney-Vento Homeless Assistance Act**
As Amended by S.896 The Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) of 2009
- **Fair Housing Laws and Presidential Executive Orders**
https://www.hud.gov/program_offices/fair_housing_equal_opp/FHLaws
- **HUD-CoC Notices**
<https://www.hudexchange.info/coc/coc-program-law-regulations-and-notices/#notices>
- **Fair Housing and Equal Opportunity** requirements
24 CFR § 578.93; 24 CFR § 578.103(a)(15)
- **Environmental Review**
24 CFR § 578.99; 24 CFR § 578.31
- **Compliance with other federal requirements** (i.e. *lead based paint, Section 3, Section 504*),
if applicable 24 CFR § 578.99; 24 CFR § 35; 24 CFR § 578.3

Appendix E - Continuous Quality Improvement

Continuous Quality Improvement

San Diego is committed to timely, data-driven decision making and system revisions. These values are at the core of our Coordinated Community Plan. Continuous Quality Improvement (CQI) is an essential ongoing process to identify and address any problems or weaknesses within a program or system. A defined process and timeline for CQI helps our community make ongoing course corrections to ensure we are achieving our community goal to prevent and end youth homelessness. CQI relies on a shared commitment to, and responsibility for data and outcomes. We collect and analyze data and make course corrections as needed to ensure we are achieving our goals.

To support these efforts, the mechanisms we will use to review and update the CCP include: Establish a data workgroup, led by the YHDP Operations Team and comprised of YAB, provider members, and RTFH staff, to develop, revise and update the items listed below as needed and ensure ongoing monitoring and tracking of system-level data; Once the data dictionary, dashboard and monthly reports are developed, the data workgroup will meet at least quarterly to track progress over time Identify and develop specific program outcome measures;

- a. Create a data dictionary;
- b. Build related dashboards and monthly reports to track our progress;
- c. Utilize ongoing special focus groups for participant and program provider feedback and evaluation of projects;
- d. Provide ongoing Program Monitoring as required by HUD; and
- e. Update the CCP quarterly; and/or as needed to reflect necessary changes or updates.

The new dashboard for YHDP projects and monthly reports will be built using the RTFH Homeless Management Information System (HMIS) for client tracking CoC-wide, which includes both program data, as well as, CES data. We will also use data from San Diego's Point-In-Time Count, and corresponding Youth Count. RTFH has high data quality, strong data analysis capability, and robust participation with over 750 HMIS participating users. We will work with the provider community to ensure that youth-focused housing that is not HUD-funded is included in our HMIS system to better monitor community-performance.

CQI will occur alongside HUD funded project Program Monitoring. HMIS, standardized youth assessments, funded project evaluations, and our collaborative governance structure will all contribute to the CQI processes.

Data and Tools

We use all of these data sources to support our continuous quality improvement efforts:

- ✓ **HMIS beds:** 99% of all types of homeless beds funded by HUD (excluding beds provided by victim services providers) currently participate in HMIS. All YHDP-funded programs will enter their data in HMIS, which we will use to measure utilization and exits to permanent housing. We will also work with youth providers to add their non-HUD-funded programs into HMIS.

- ✓ **TAY VI-SPDAT:** The TAY-VI SPDAT will be used for all YYA experiencing homelessness who are seeking housing services through YHDP funded programs, in line with the existing CES process. Staff will use a progressive engagement model, including diversion. Youth scores on the TAY VI-SPDAT will be included in the dashboard to measure progress and monitor youth needs.
- ✓ **Point-in-time count data:** We use the youth homelessness data from the annual Point-in-time Count surveys to assess our success in ending YYA homelessness.
- ✓ **Funded Project Evaluations:** Funded programs will complete project evaluations that include key universal measures so we can gauge their effectiveness not just within the project itself, but between models.
- ✓ **Qualitative Provider Feedback:** All members of our YHDP governance structure and stakeholders will provide qualitative feedback during regular meetings, which will be used as an additional gauge for program adjustments and improvements.
- ✓ **Participant Feedback:** Participant feedback will be provided through the CoC and YAB, including project outcome/satisfaction surveys, and individual agency youth participants. Focus groups were conducted as part of the CCP development, and will continue for CQI. Agencies can submit written feedback to the CoC at any time. The YAB will be essential to infusing youth voice and choice and providing ongoing input and review for continuous improvement.

As referenced above, and in alignment with the San Diego Strategic plan, we will establish system-wide outcomes and benchmarks for each program. As HMIS reports and the dashboard are constructed, the YAB will review them to confirm they are in line with the youth and consumer perspective. We will also closely monitor the use of Housing First principles through the continuous review of program design, while monitoring declined referrals to housing programs to ensure low barrier service delivery.

Timeframes

After a collaborative development of the dashboard, RTFH HMIS dashboard data will be updated monthly and reviewed by the data workgroup on a quarterly basis. This will ensure that the workgroup can monitor trends over time, accounting for potential month by month fluctuation. The data workgroup will provide updates to the YHDP operations team and YAB on a quarterly basis. We will determine program adjustments based on data and trends bi-annually to allow changes to be fully implemented and reflected in the data before making additional changes. The CCP will be updated annually, as needed, to reflect changes proposed by the YHDP operations team and the YAB.

Greater detail about our goals, objectives, and action steps for data and CQI can be found in Appendix A – Action Plan.

Program Monitoring

In conjunction with our community CQI process, RTFH conducts annual on-site programmatic monitoring to administer governmental grant funds effectively for agencies funded through the Continuum of Care. Program monitoring assesses the specific standards for operating and managing federally funded programs, which include general recordkeeping requirements, fiscal management, program participant records standards, program standards, compliance with federal law and regulations, and monitoring and enforcement procedures. Organizations who receive federal funds must meet or exceed these program monitoring standards.

Results of Program Monitoring are provided within one month after a monitoring visit, which can include corrective action plans and/or technical assistance to programs as needed to ensure compliance with program requirements. Program Monitoring for YHDP will adhere to the CoC Program Monitoring Policy as required by HUD and approved by the Continuum of Care in January of 2019.

The CoC Program Monitoring Policy is provided as Appendix D.

Appendix F – Letters and Signatures



February 22, 2019

Ms. Caroline Crouse
Office of Special Needs Assistance Programs
Community Planning and Development
U.S. Department of Housing and Urban Development
451 7th Street, SW; Room 7256
Washington, DC 20410

Re: Youth Homeless Demonstration Program, CoC Youth Action Board

Dear Ms. Crouse:

The San Diego Youth Action Board (YAB) was formalized on behalf of trying to end youth homelessness in our community by ensuring to incorporate youth voice and engagement. We have been structuring ourselves since September 2016, creating roles and workgroups amongst ourselves in YAB. We are now a board that consists of 12 Core Members and other General Members that are youth and young adults from ages 14-24, to speak on behalf of youth who can benefit from the services of the YHDP and bring awareness to homelessness as a whole.

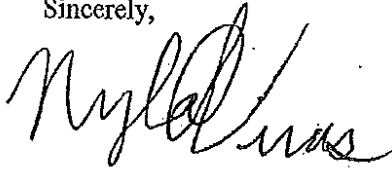
San Diego Youth Action Board has been included throughout the entire YHDP process, providing inclusive environment for youth and young adults with different backgrounds and experiences to help drive YHDP the right way for other youth who are experiencing homelessness. Projects are prioritized by youth's ideas and are approved inside YAB and other youth. Decision making authority is now made with YAB and including youth outside of YAB. Being a part of CoC has made a huge impact not only to youth's lives but those who have been working with youth to provide space for everyone's ideas to be validated, heard and collaborate in order to create authentic ideas to end youth homelessness.

YAB has been helping with the creation of the CCP and also reviewing through every stage. We provide feedback, make sure language is youth friendly, and look over data to provide the gaps that we are missing to ensure we are helping all youth as much as possible. This has been one of the main responsibilities in YAB to ensure youth voice is being included through this process and to provide youth's ability of their unique, individual leadership. With this process, it has created a new system for the CES to operate and collaborate with future projects by coming to get youths input first, and making sure youth are continuing to be in each decision made at each step.

YAB has facilitated many focus groups throughout our community and has remained involved in multiple aspects to bring awareness to youth homelessness in San Diego. We envision spreading our activism across all aspects of San Diego with the support of outside help to broaden awareness beyond just nonprofits, and to other work and institutions to create more stable opportunities of services that can help house create successful futures for youth.

We approve of the YHDP and the Coordinated Community Plan that is being submitted to HUD. We are excited to work closely with others in order to make this difference in San Diego to end youth homelessness.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nyla Vivas', with a stylized flourish at the end.

Nyla Vivas
Chair
San Diego Youth Action Board
Continuum of Care, Regional Task Force on the Homeless
4499 Murphy Canyon Road, Suite 104
San Diego, Ca. 92123
(858) 292-7627
nyla.vivas@rtfhhsd.org



SAN DIEGO
Regional Task Force
on the Homeless

February 13, 2019

Ms. Caroline Crouse
Office of Special Needs Assistance Programs
Community Planning and Development
U.S. Department of Housing and Urban Development
451 7th Street, SW; Room 7256
Washington, DC 20410

Re: Youth Homeless Demonstration Program (YHDP), Coordinated Community Plan

Dear Ms. Crouse:

The Regional Task Force on the Homeless, San Diego Continuum of Care Governance Board strongly supports and endorses the Coordinated Community Plan to end youth homelessness in the San Diego region. As the Continuum of Care in San Diego we are ecstatic to continue our partnership with The U.S. Department of Housing and Urban Development (HUD), regarding the Youth Homeless Demonstration Program (YHDP). We appreciate the opportunity to work collaboratively with the 6 HUD Technical Assistance Providers, who have guided us on this journey to develop a comprehensive and authentic Coordinated Community Plan (CCP) to end youth homelessness in San Diego.

The RTFH CoC Governance board strongly supports the established Youth Action Board (YAB) and their involvement throughout the planning process of the CCP. As an integral working committee of the RTFH Governance Board, the Youth Action Board has participated in several community meetings, and provided thoughtful feedback to our constituency. We believe consistent feedback from the YAB is critical for the success of the Coordinated Community Plan implementation, and all efforts to prevent and end youth homeless within our region. We will continue to foster an environment for youth in our community to ensure that the mission of ending youth homelessness is youth led, directed and embedded in our daily practices.

The RTFH Governance Board will continue to support the implementation of the Coordinated Community Plan to end youth homelessness. Together, we will continue to coordinate the existing resources, establish a wider-reaching general membership group, host informative stakeholder feedback sessions with youth and service providers, facilitate workgroups, and participate in data-sharing.

The RTFH CoC Governance board is very grateful for the opportunity to work directly with HUD and as a selected YHDP community. We thank you for your continued partnership and investment in our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Ward", with a long, sweeping horizontal line extending to the right.

Councilman Chris Ward
Continuum of Care Governance Board Chair
Regional Task Force on the Homeless
(619) 236-6633
christopherward@sandiego.gov



County of San Diego

NICK MACCHIONE, FACHE
AGENCY DIRECTOR

HEALTH AND HUMAN SERVICES AGENCY
1600 PACIFIC HIGHWAY, ROOM 208, MAIL STOP P-501
SAN DIEGO, CA 92101-2417
(619) 515-8555 FAX (619) 515-8556

DEAN ARABATZIS
CHIEF OPERATIONS OFFICER

February 27, 2019

Ms. Caroline Crouse
Office of Special Needs Assistance Programs
Community Planning and Development
U.S. Department of Housing and Urban Development
451 7th Street, SW; Room 7256
Washington, DC 20410

Letter of Commitment for the Regional Task Force on Homelessness, Youth Homeless Demonstration Program

Dear Ms. Crouse:

On behalf of the County's Department of Health and Human Services (HHSA), I am pleased to provide this letter of commitment with the Regional Task Force on the Homeless (RTFH) for purposes of the Youth Homeless Demonstration Program (YHDP) to end youth homelessness.

The Regional Task Force on the Homeless (RTFH) is an integrated array of stakeholders committed to preventing and alleviating homelessness across the County of San Diego. They provide essential data and insights on the issue of homelessness, informing policy and driving system design and performance. In 2018, RTFH was awarded the U.S. Department of Housing and Urban Development (HUD) Youth Homeless Demonstration Program (YHDP) to end youth homelessness in San Diego County. At this time, the RTFH established the Coordinated Community Plan to End Youth Homelessness (CCP), which is a planning document to describe the current youth homeless system, desired future system, and potential housing solutions for youth; regardless of funding source. As defined by the CCP to End Youth Homelessness in San Diego and in partnership with HUD, CWS, and our HHSA team, agree to do the following:

- Serve as a RTFH member on behalf of the County of San Diego and provide a contact person to attend monthly governance board meetings.
- Support leadership opportunities for the Youth Action Board (YAB) under the Continuum of Care and attend all YHDP stakeholder meetings, Operational Team meetings, pertaining to the submission, planning and implementation phases of the YHCP grant and subsequent coordinated community approach to prevent and end youth homelessness.
- Refer, as appropriate, homeless youth to the RTFH's Coordinated Entry System.

As defined by the Coordinated Community Plan (CCP) to End Youth Homelessness in San Diego and in partnership with HUD, the RTFH agrees to:

- Coordinate and lead all YHDP committee meetings to implement the Coordinated Community Plan to preventing and ending youth homelessness, including the convening of a work group inclusive of HHSA and CWS staff as well as RTFH management staff.
- Support the Youth Action Board (YAB) under the Continuum of Care, coordinate YAB meetings, and encourage and empower YAB to participate in future planning activities to prevent and end youth homelessness.
- Serve as lead and liaison between HUD and YHDP partners, including the HHSA.
- Responsible for the development and support of the implementation plan for YHDP implementation projects.

HHSA recognizes that these efforts are vital to building a healthier, safer and more thriving community. We are supportive of the Regional Task Force on the Homeless (RTFH) for purposes of the Youth Homeless Demonstration Program (YHDP) to support all youth experiencing homelessness and facilitate their opportunities to have safe and stable homes where their journey to independence is supported through an accessible, youth-driven ecosystem of care. These efforts align with *Live Well San Diego*, the County's long-term vision for a region that is Building Better Health, Living Safely and Thriving (www.LiveWellSD.org). If you have any questions regarding this letter of commitment, please contact my executive Assistant (Alexis.Munoz@sdcounty.ca.gov).

Sincerely,



NICK MACCHIONE, FACHE
Agency Director



San Diego County Probation Department

Post Office Box 23597 • San Diego, California 92193-3597
www.sandiegocounty.gov/probation



Adolfo Gonzales, Chief Probation Officer

March 12, 2019

Office of Special Needs Assistance Programs
Community Planning and Development
U.S. Department of Housing and Urban Development
451 7th Street, SW; Room 7256
Washington, DC 20410

To The Office of Special Needs Assistance Programs:

RE: Youth Homelessness Demonstration Program

The San Diego County Probation Department supports the Regional Task Force on the Homeless (RTFH) in their effort to prevent and end youth homelessness through the U.S. Department of Housing and Urban Development (HUD) Youth Homelessness Demonstration Program (YHDP). The RTFH is the Collaborative Applicant under the San Diego Continuum of Care.

The RTFH is an integrated array of stakeholders committed to preventing and alleviating homelessness across the County of San Diego and provides essential data and insights on the issue of homelessness, informing policy and driving system design and performance. In 2018, the RTFH was awarded the U.S. Department of Housing and Urban Development YHDP and, at this time, the RTFH has established the Coordinated Community Plan (CCP) to End Youth Homelessness. The CCP describes the current youth homeless system, desired future system, and potential housing solutions for youth, regardless of funding source. Our Department is dedicated to ensuring that youth exiting our systems do not move into homelessness and transition to become successful adults. The YHDP and plan to end youth homelessness outlined in the CCP will be invaluable in our pursuit of this goal. As defined by the CCP and in partnership with the RTFH, the Probation Department agrees to do the following:

- Serve as a RTFH member on behalf of the County of San Diego and provide a contact person to attend monthly governance board meetings.
- Support leadership opportunities for the Youth Action Board (YAB) under the Continuum of Care and participate in YHDP stakeholder meetings and Operational Team meetings, pertaining to the submission, planning, and implementation phases of the YHDP grant and subsequent coordinated community approach to prevent and end youth homelessness.
- Refer, as appropriate, homeless youth to the RTFH's Coordinated Entry System.

As defined by the CCP and in partnership with HUD, the RTFH agrees to:

Youth Homelessness Demonstration Program

03/12/19

Page 2 of 2

- Coordinate and lead all YHDP committee meetings to implement the CCP to preventing and ending youth homelessness, including the convening of a work group inclusive of Probation staff and RTFH management staff.
- Support the YAB under the Continuum of Care, coordinate YAB meetings, and encourage and empower YAB to participate in future planning activities to prevent and end youth homelessness.
- Serve as lead and liaison between HUD and YHDP partners, including the Probation Department.
- Assume responsibility for the development and support of the implementation plan for YHDP implementation projects.

The Department recognizes that these efforts are vital to building a healthier, safer, and more thriving community. We are supportive of the RTFH for purposes of the YHDP to support all youth experiencing homelessness and to facilitate their opportunities to have safe and stable homes where their journey to independence and successful adulthood is supported through an accessible, youth-driven system of care. These efforts align with Live Well San Diego, the County's long-term vision for a region that is Building Better Health, Living Safely, and Thriving.

Sincerely,



ADOLFO GONZALES
CHIEF PROBATION OFFICER

AG:ls



SAN DIEGO
HOUSING
COMMISSION

February 28, 2019

Ms. Caroline Crouse
Office of Special Needs Assistance Programs
U.S. Department of Housing and Urban Development
451 7th Street, SW: Room 7256
Washington, DC 20410

Re: Youth Homeless Demonstration Program – Coordinated Community Plan

Dear Ms. Crouse:

As a member of the Operations Team tasked with the development of the Coordinated Community Plan (CCP) through the federally funded Youth Homelessness Demonstration Program (YHDP), we strongly support the goals, strategies and overarching framework outlined in the community plan.

The San Diego Housing Commission (SDHC) is committed to participating in the ongoing efforts to implement the CCP and will continue to explore opportunities to enhance and/or leverage existing programs to meet the needs of transitional age youth (TAY) at risk of or currently experiencing homelessness. As part of this commitment we want to expressly state our recognition and support of the following concepts related to the community plan to address youth homelessness in San Diego;

- The creation of a TAY specific assessment tool and coordinated entry system
- Ensuring youth leadership and representation in decision making processes
- Identifying opportunities to support the creation of additional TAY specific transitional housing, rapid re-housing and permanent supportive housing resources
- Aligning the utilization of one time state funds with the priorities outlined in the CCP

In addition, the agency has committed 22 units from a current acquisition and renovation project to provide 10 studio apartments and 12 single resident occupancy units for TAY clients. This project is located in the Bankers Hill community and is scheduled to be completed in November of this year. SDHC currently funds three rapid rehousing and one permanent supportive housing projects that provide a minimum of 47 housing opportunities for youth experiencing homelessness on an annual basis.

SDHC is pleased to be a part of this process and we are excited to work with all involved stakeholders to execute a coordinated approach to preventing and ending youth homelessness in our community.

Sincerely,

Jeff Davis
Executive Vice President and Chief of Staff

SCOTT H. PETERS
52ND DISTRICT, CALIFORNIA

2338 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-0508

4350 EXECUTIVE DRIVE, SUITE 105
SAN DIEGO, CA 92121
(619) 455-5550

Congress of the United States
House of Representatives
Washington, DC 20515-0552

February 25, 2019

Ms. Caroline Crouse
Office of Special Needs Assistance Programs
Community Planning and Development
U.S. Department of Housing and Urban Development
451 7th Street, SW; Room 7256
Washington, DC 20410

Dear Ms. Crouse:

I write to express my strong support for the San Diego Regional Task Force on the Homeless (RTFH)'s Youth Homeless Demonstration Program (YHDP) Coordinated Community Plan (CCP).

The Coordinated Community Plan represents a truly collaborative effort among RTFH staff and leaders, community health and service providers, youth-specific providers, government partners, HUD Technical Assistance, and most significantly, the Youth Action Board (YAB). I am excited to know that the CCP will center youth in the design and oversight of all activities. Youth with lived experiences will be critical to ensuring that the most urgent resources are directed most effectively to those experiencing the most need. The CCP is also built within San Diego's existing ecosystem, which lays the groundwork for a youth-specific continuum that is strengthened by our region's existing robust Continuum of Care. Furthermore, the CCP identifies detailed, actionable goals and intends to outline best practices to share with other Continuums of Care across the country to end youth homelessness.

In Congress, I have supported federal funding levels to address homelessness that are commensurate with the need in San Diego, and I was honored to support the YHDP application for the RTFH. The CCP demonstrates a significant opportunity to end youth homelessness in San Diego and I look forward to its final version later this spring. If you have any questions please do not hesitate to contact Kiera Galloway of my San Diego office at 858-455-5550 or by email at Kiera.Galloway@mail.house.gov.

Sincerely,



Scott Peters
Member of Congress

**Youth Homeless Demonstration Program
Coordinated Community Plan to End Youth Homeless**

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.

Joanna Menchaca, General Member, SDYS (YAB) 2-21-19.
NAME, TITLE, AGENCY Date

Jeanish Bellamy, General member, YMCA (YAB) 2-21-19
NAME, TITLE, AGENCY Date

East Coast, MC, Y.A.B (YAB) 2-21-19
NAME, TITLE, AGENCY Date

David Baker, YMCA (YAB) 2-21-19
NAME, TITLE, AGENCY Date

Dimitri Smith, SDWP (YAB) 3/5/19
NAME, TITLE, AGENCY Date

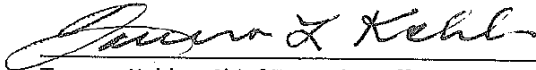
Eric Morrison-Smith, SDWP (YAB) 3/5/19
NAME, TITLE, AGENCY Date

Jose Hernandez, SDWP (YAB) 3/5/19
NAME, TITLE, AGENCY Date

Abrea Ponce, RTFH (YAB) 03/05/19
NAME, TITLE, AGENCY Date

**Youth Homeless Demonstration Program
Coordinated Community Plan to End Youth Homeless**

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Tamera Kohler, Chief Executive Officer
Regional Task Force on the Homeless, Continuum of Care

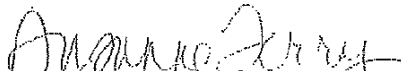
02/18/19.
Date



Chris Ward, Governance Board Chair
Regional Task Force on the Homeless, Continuum of Care

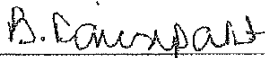
2/14/19
Date

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Susie Terry, MPH
Co-Chair, San Diego Youth Homelessness Consortium

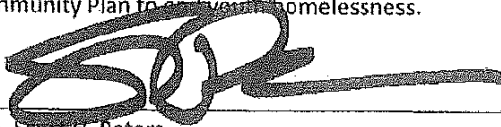
2/28/19
Date



Beth Davenport, LCSW, MBA
Co-Chair, San Diego Youth Homelessness Consortium

2.28.19

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.

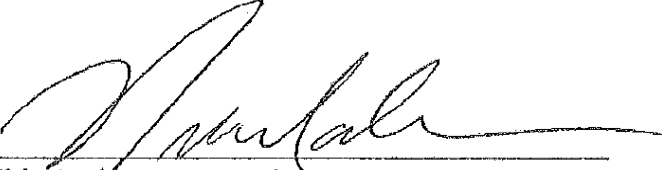


Rep. Scott H. Peters
Member of Congress
California's 52nd District

2/21/19
Date

**Youth Homeless Demonstration Program
Coordinated Community Plan to End Youth Homeless**

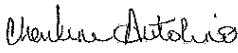
I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Nick Macchione, Agency Director
County of San Diego Health and Human Service Agency

2/26/19
Date

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Charlene Autolino, Vice Chair
San Diego Reentry Roundtable

2-20-19
Date

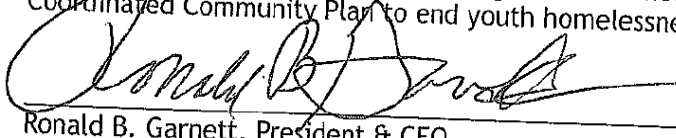
I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Walter Philips, CEO
San Diego Youth Services

2/20/2019
Date

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Ronald B. Garnett, President & CEO
February 20, 2019
Council for Supplier Diversity

3/4/19

**Youth Homeless Demonstration Program
Coordinated Community Plan to End Youth Homeless**

I fully support and endorse the San Diego Youth Homeless Demonstration Program's Coordinated Community Plan to end youth homelessness.



Adolfo Gonzales
San Diego County Probation Department



03/12/2019



The San Diego Coordinated Community Plan to End Youth Homelessness was approved by The U.S. Department of Housing and Urban Development on March 13, 2019

