

# Homelessness Crisis Response System 2021 Data and Performance Report

San Diego City and County Continuum of Care



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### **EXECUTIVE SUMMARY**

The Regional Task Force on Homelessness (RTFH) serves as the lead agency for the San Diego City and County Continuum of Care (CoC) and is responsible for administration and oversight of the Homeless Management Information System (HMIS) database as well as reporting performance on the homeless system. HMIS is the region's database used by homeless services providers throughout the region to document information on people receiving housing and services through their programs.

This report summarizes trends across key performance indicators for the San Diego Continuum of Care homeless response system over the past three years utilizing HUD System Performance Measure (SPM) and Longitudinal System Analysis (LSA) reports submitted to HUD for 2021, 2020, and 2019, and custom reports generated from the Homeless Management Information System (HMIS) administered by the Regional Task Force on Homelessness.

This report discusses the following system performance measures for persons and households:

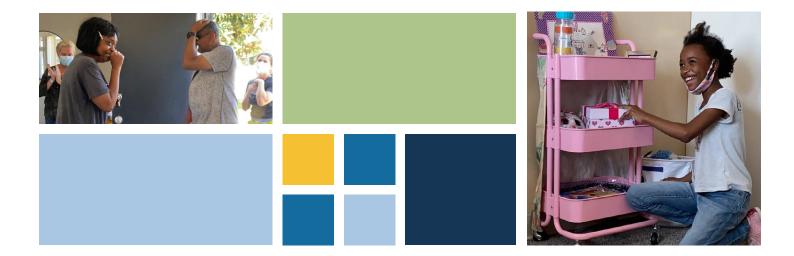
- Total persons and households served by the homeless crisis response system
- Length of time persons and households participate in homeless projects
- Total persons and households exiting to permanent housing and percentages of housing exits
- The extent that people and households who previously exited to permanent housing return to homelessness
- The number of persons and households who became homeless for the first time

Some key findings include:

- More individuals and households received services than ever before. In 2021<sup>1</sup>, 38,522 people received some form of housing and services from the homeless system that spans services such as homelessness prevention through permanent supportive housing, which is an increase of 34% since 2019. Specifically, there were 4,829 veterans, 3,920 youth, 9,730 seniors and 9,091 persons in families served in 2021 representing an increase of 29% for youth, 36% for seniors, 33% for persons in families and 1% for veterans as compared to 2019.
- Racial disproportionality: Heads of households who identify their race as Black or African American, and those who identify as American Indian, Alaska Native or Indigenous have a 25% or higher return rate in the past two years as compared to heads of households of other races.
- Average number of days homeless for persons in shelters for 2021 was 153, which was an increase of 2 days since 2020, but there has been a steady increase over the years in the number of days homeless for veteran, youth and senior households.

1 All the report years on this report are based on the federal Fiscal Year (FY), which runs from Oct 1 through Sep 30.

- Persons who exit homelessness to a permanent destination: The rates of exit from shelters and rapid rehousing projects to a permanent destination decreased by 14% and successful placement from outreach projects decreased by 8% since 2019.
- Persons who return to homelessness: Persons who exited to a permanent destination from outreach and emergency shelters projects have a higher return rate than persons who exited from other project types. And in 2021, the rates of people returning to homelessness who had previously exited to permanent housing improved as compared to 2020. The rates of people who returned to homelessness within two years in 2021 was 23%, compared to 27% in 2020 and 23% in 2019. The return rates for families and youth households decreased by 2% and 4% respectively from 2019.
- Persons who are homeless for the first time: Persons who became homeless for the first time increased in 2021 by 47% among those in shelters and by 36% in shelters and permanent housing projects since 2019. Among families, it increased by 79%, and among youth population there was an increase of 42% since 2019. In households headed by a veteran, the system saw a decrease of 47% between 2019 and 2021.

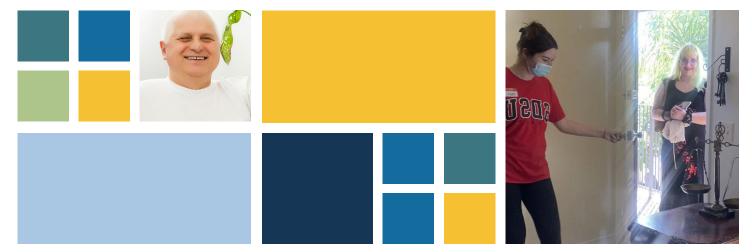


### **ABOUT THE DATA**

While this report focuses on HUD 2021 data, it also includes data points from HUD 2020 and 2019. The HUD fiscal year runs from October 1 through September 30.

Most of the measures in this report align with the United States Department of Housing and Urban Development's (HUD) System Performance Measures (SPM)<sup>2</sup> and Longitudinal System Analysis (LSA)<sup>3</sup> which provides CoCs with a look at their overall system function. The SPM report is a summary and year-to-year comparison of system wide counts, averages, and medians related to seven areas of performance. The LSA report also includes data related to several of the same areas of performance, but the business logic defined by HUD for the two reports differs substantially. The core difference between the two is that LSA performance data looks at how households are moving through a CoC's system (using the head of household's data), while the SPM report is based on all persons served. This difference is because SPMs are intended to be overall CoC benchmarks, while the LSA is intended to give CoCs detail about system functioning to inform interventions to improve that functioning. The LSA focuses on household-level performance, since programmatic decisions are implemented for different households and populations separately.

In addition, some parts of the report were generated through a custom report from the Homeless Management Information System (HMIS)<sup>4</sup>, which is the ultimate source of data both for SPM and LSA reports.



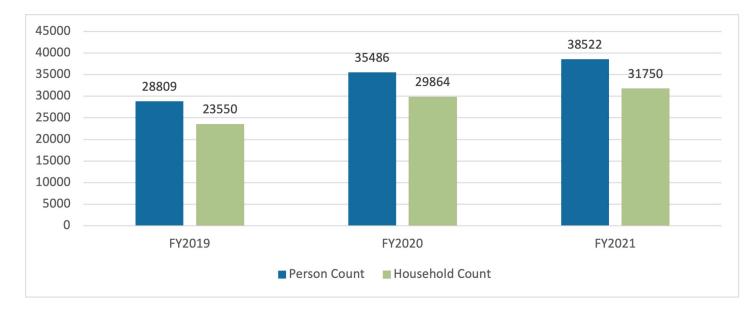
2 https://www.hudexchange.info/programs/coc/system-performance-measures/#guidance

3 https://www.hudexchange.info/homelessness-assistance/lsa/

4 https://www.hudexchange.info/programs/hmis/

## TOTAL PERSONS AND HOUSEHOLDS SERVED

In 2021, the entirety of the homeless system served 38,522 people comprising 31,750 households, an increase from prior years. This is an increase of 9% of people served by the homeless crisis response system from 2020 and a 34% increase from 2019. (See Figure 1)



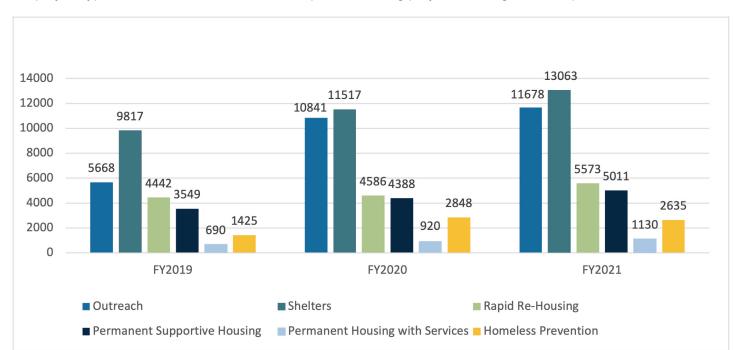
#### FIGURE 1. TOTAL PERSONS AND HOUSEHOLDS SERVED BY THE HOMELESS CRISIS RESPONSE SYSTEM $^5$



5 Total persons and households served includes all programs and project types that enter data into HMIS including permanent housing projects, non-permanent housing projects, and supportive services only projects.

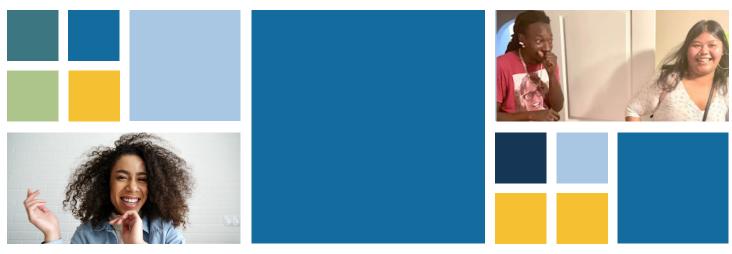
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#### FIGURE 2. TOTAL PERSONS SERVED BY PROJECT TYPE <sup>6</sup>



When looking at persons served by project types, there is an increase in the number of people served in each of the project types with outreach, shelters and Rapid Re-housing projects serving the most persons.

Households use different combinations of project types during the time they are served in the homeless system. These project type combinations are referred to as pathways. Each pathway<sup>7</sup> has different average cumulative days homeless, exits to permanent housing, and returns to the homeless system. The system map below shows performance for the main project types<sup>8</sup> in the homeless system for 2021 and each performance measure will be discussed in their respective sections of this report.



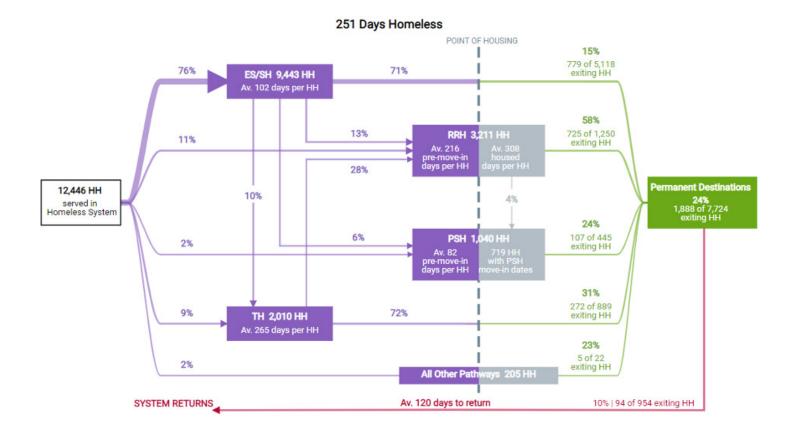
6 Shelters include Emergency Shelter, Transitional Housing and Safe Haven project types.

8 This includes households served in Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing project types.

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<sup>7</sup> Households can engage with each project type in a pathway in any order.

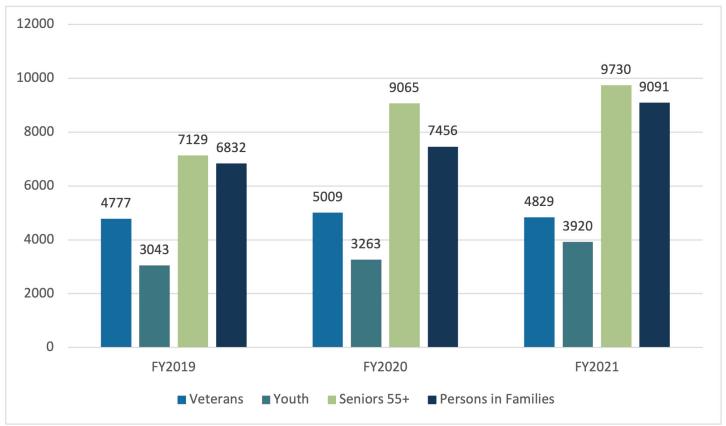
#### FIGURE 3. HOUSEHOLDS SYSTEM PERFORMANCE MAP 7



7 Households can engage with each project type in a pathway in any order.

### SUBPOPULATIONS SERVED

When looking at the trend of subpopulations served by any project type in the homeless system, there has been an increase since 2019. While the increase for veterans is a mere 1% since 2019, the number youth (including unaccompanied and parenting youth – individuals between age 18-24) increased by 29%, the number of seniors increased by 36% and the number of persons in a family increased by 33% since 2019. (See Figure 4)



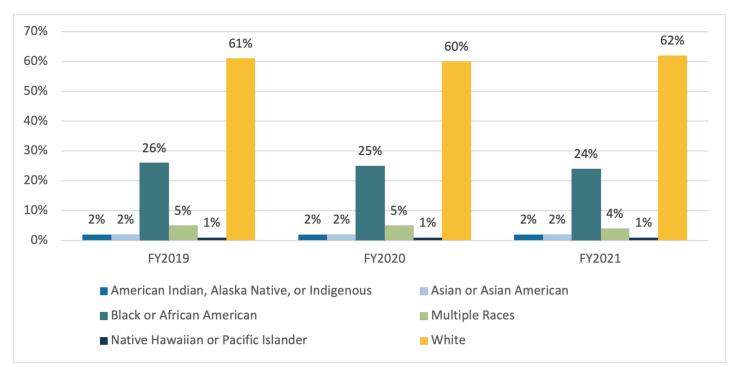
#### FIGURE 4. TOTAL PERSONS SERVED WITHIN SUBPOPULATIONS BY ALL PROJECT TYPES 9



9 Total persons and households served includes all programs and project types that enter data into HMIS including permanent housing projects, non-permanent housing projects, and supportive services only projects.

### **RACIAL DISTRIBUTION**

The racial makeup of people in the crisis response system has been consistent over the past three years despite the increase in the total number of persons in the crisis response system. The major race categories are White with 62%, and Black or African American with 24% in 2021.



#### FIGURE 5. RACIAL MAKEUP OF PEOPLE SERVED IN ALL PROJECT TYPES <sup>9</sup>



9 Total persons and households served includes all programs and project types that enter data into HMIS including permanent housing projects, non-permanent housing projects, and supportive services only projects.

## LENGTH OF TIME IN PROJECTS

**Days Homeless** is a key performance measure that helps communities understand how long persons or households are spending on average in Emergency Shelter (ES), Safe Haven (SH), Transitional Housing (TH), or days enrolled in Rapid Re-housing (RRH) or Permanent Housing (PH) projects prior to housing move-in.

There are two different ways of calculating average days homeless represented in figure 6. The average days homeless in the shelters came from homeless program staff recording in HMIS the dates of entry and exit for people served in their programs. Based on the entry and exit records of projects, the average number of days spent in shelters for the San Diego CoC has been lower than the national average<sup>10</sup>.

Another way of calculating average days homeless is by considering the period of time the client has spent in a homeless situation including the time prior to becoming engaged with the homeless system until they become housed. This second measure shows a significantly higher number of days homeless. (See Figure 6)

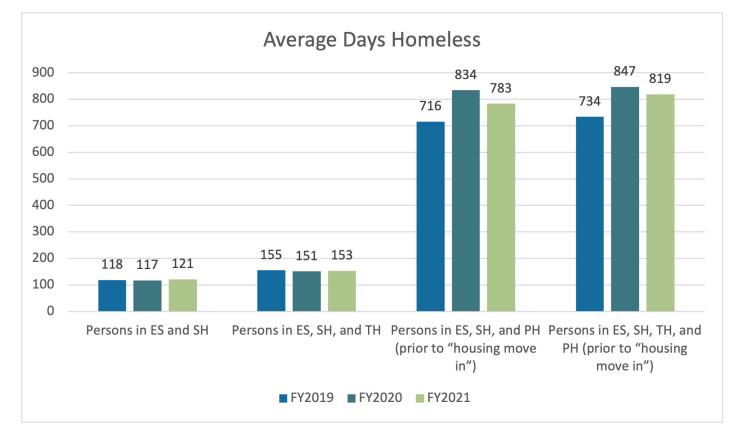
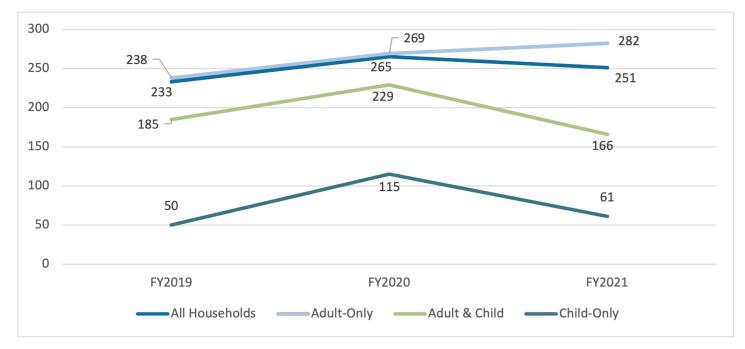


FIGURE 6. AVERAGE LENGTH OF TIME IN DAYS

10 HUD System Performance Measures national average of days homeless is 156 and 193 for FY2019 and FY2020 respectively.

For the household average length of time calculation, any two dates of homelessness are considered continuous as long as they are separated by less than seven days, which is consistent with the concept of being continuously homeless for chronic homeless purposes. Because of this reason, the average days homeless for households is generally higher than persons.

When looking over the past three years, there is an increase followed by a decrease in the number of days homeless for families and child-only households. But the pattern of days homeless for adult-only households has been steadily increasing year after year. (See Figure 7)

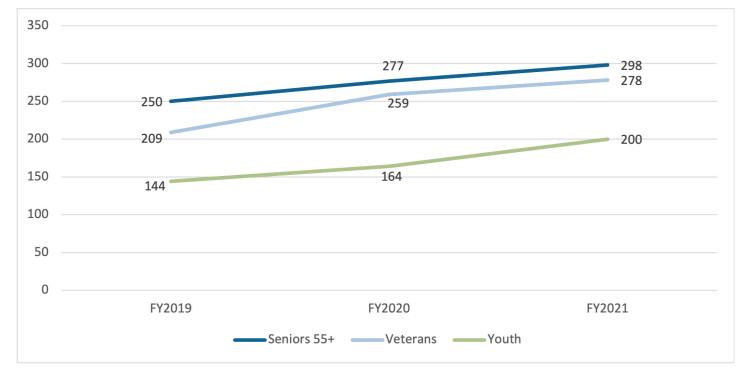


#### FIGURE 7. DAYS HOMELESS<sup>11</sup> BY HOUSEHOLD TYPES



11 The average cumulative, unduplicated number of days that households were served in ES, SH, or TH projects; and days in RRH or any PH project prior to move-in.

Data for the past three years demonstrates a steady increase in the number of days homeless for veterans, youth, and senior households.



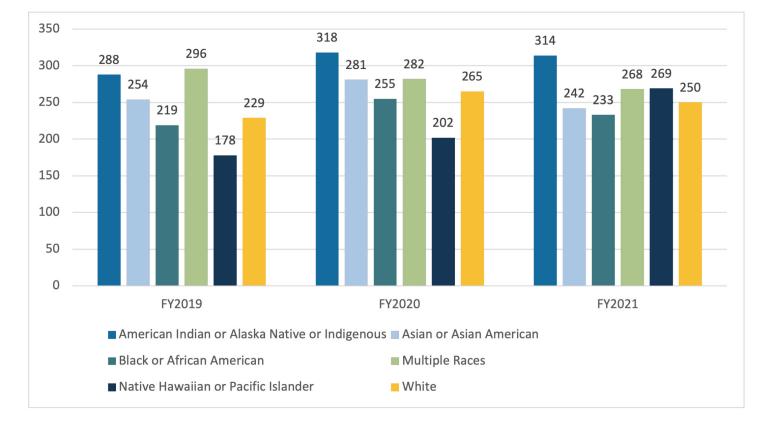
#### FIGURE 8. DAYS HOMELESS<sup>11</sup> BY SUBPOPULATION



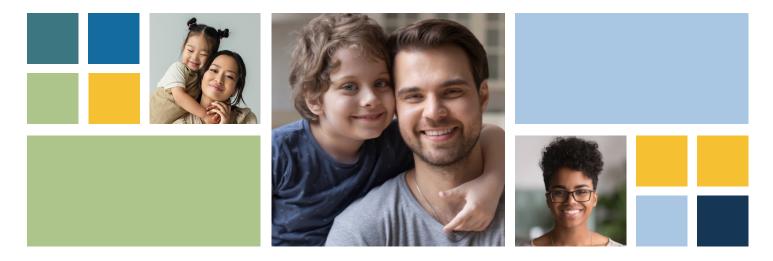
11 The average cumulative, unduplicated number of days that households were served in ES, SH, or TH projects; and days in RRH or any PH project prior to move-in.

13

In all the race categories, the days homeless increased in 2020 followed by a decrease in 2021. Looking at the days homeless for Black or African American, there is an increase in 2020 by 16% and decrease by 9% in 2021 with an overall increase of 6% over the three-year period.



#### FIGURE 9. HOUSEHOLD DAYS<sup>11</sup> HOMELESS BY RACE



11 The average cumulative, unduplicated number of days that households were served in ES, SH, or TH projects; and days in RRH or any PH project prior to move-in.

### PERMANENT HOUSING OR POSITIVE EXITS

Supporting people with exiting to permanent housing that includes their own rental, a subsidized unit, moving in with friends or family on a permanent basis, and other housing settings is a key performance measure for the homeless system. However, for persons in street outreach programs, HUD considers exit to temporary and institutional destinations such as emergency shelter, foster care, temporarily staying with family or friends, safe havens, and transitional housing as successful exits because street outreach projects are designed to help people move off the "street" and towards permanent housing, recognizing this process may be direct or may involve other temporary situations along the way. For persons in permanent housing programs, success is measured by the program retention rate in addition to exit to permanent destinations.

When comparing 2019 and 2021, the rates of permanent destination exits from shelters and Rapid Re-housing<sup>12</sup> projects decreased by 14% and successful placement from outreach projects also decreased by 8%, but there was a 2% increase in the retention rate and exit from Permanent Housing projects. (See Figure 10)

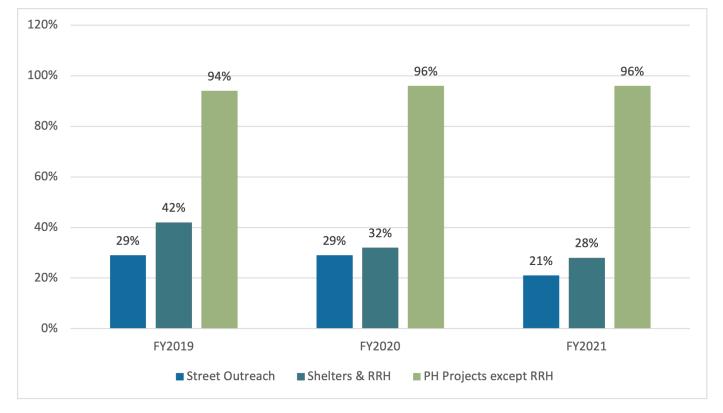


FIGURE 10. PERCENTAGE OF PERMANENT DESTINATION EXITS<sup>13</sup> OR RETENTION OF PERMANENT HOUSING<sup>14</sup>

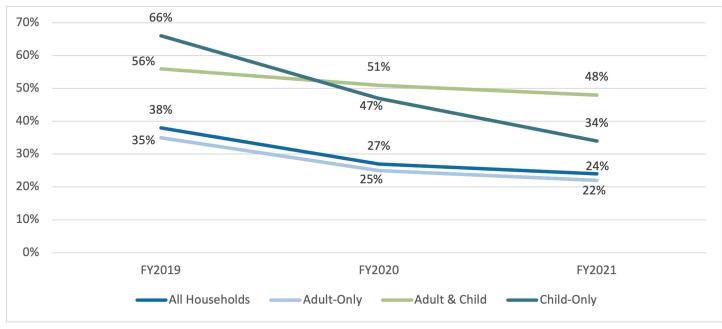
12 HUD SPM reports permanent housing or positive exits in three categories: exits from outreach, exits from shelters ((ES, TH, SH) and RRH, and exits from permanent housing projects except RRH. 13 https://files.hudexchange.info/resources/documents/System-Performance-Measure-7-Housing-Destination-Summary.pdf

14 National Average for successful exit from Street Outreach is 33.4%. 34.5% and 32.9% for FY2019. FY2020 and FY2021 respectively: from Shelters and RRH is 40.9%. 40% and

37.8% for FY2019, FY2020 and FY2021 respectively; from PH or retention of PH beyond 6 months is 95.7%, 96.4% and 96.6% for FY2019, FY2020 and FY2021 respectively.

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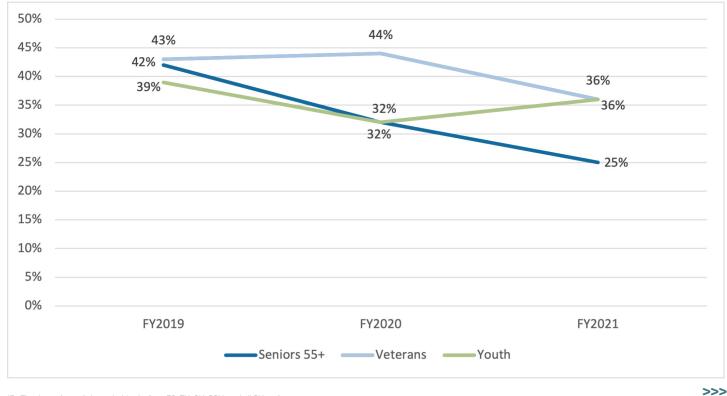
The rate of permanent destination exits for all household types also shows a decrease over the past three years with the highest decrease being in child-only households. (See Figure 11)





Even though there is a slight increase in the rate of permanent destination exits in youth households in 2021, when comparing the overall trend with 2019, there is a decrease among seniors, veterans and youth. (See Figure 12)

FIGURE 12. PERCENTAGE OF PERMANENT DESTINATION EXITS<sup>15</sup> BY POPULATION GROUP



15 The denominator is household exits from ES, TH, SH, RRH, and all PH project types.

There is a decrease in the percentage of permanent destination exits for each race category in the past three years but the decrease is smaller in the current year compared to the previous year, for example for White 5% vs 10% and Black or African American 5% vs 8%. (See Figure 13)

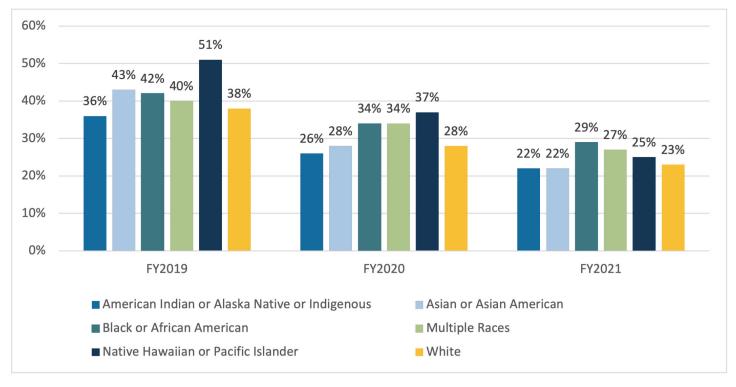


FIGURE 13. PERCENTAGE OF PERMANENT DESTINATION EXITS<sup>15</sup> BY RACE

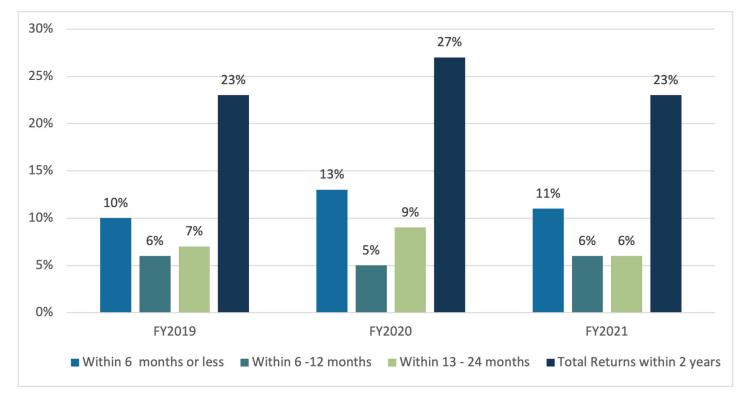


15 The denominator is household exits from ES, TH, SH, RRH, and all PH project types.

### **RETURNS TO HOMELESSNESS**

Decreasing the number of people who return to homelessness is a key HUD System Performance Measure. The intent in measuring this is to understand housing stability for those who have previously exited the homelessness response system to permanent housing. This is measured by looking at the people who had exited to permanent housing two years prior to the reporting period, and of those, the numbers who returned to the homeless system within six months, twelve months, and twenty-four months from the time they entered permanent housing. Returning to the homelessness system is defined as entering a temporary housing program – emergency shelter, safe haven, and transitional housing or entering a permanent housing program – rapid re-housing or permanent supportive housing.

The three-years trend shows a higher percentage of clients returned within the first six months after exit to a permanent destination, but those who returned within 2 years decreased in 2021. Nevertheless, in each of the past three years, the overall return rate over two years' time is about one fourth of the clients who were successfully placed a couple of years ago.



#### FIGURE 14. PERCENTAGE OF PERSONS WHO RETURNED TO HOMELESSNESS<sup>16</sup>

Examining the rate of returns over two years by project type, persons who exited to permanent destinations from outreach and emergency shelters projects had a higher return rate than persons who exited from other project types. In contrast, persons who exited from Permanent Housing programs have the lowest rate of return over the past three years.

16 The national average for people returning to homelessness within 24 months is 19.8%, 19.7% and 18% for FY2019, FY2020 and FY2021 respectively.

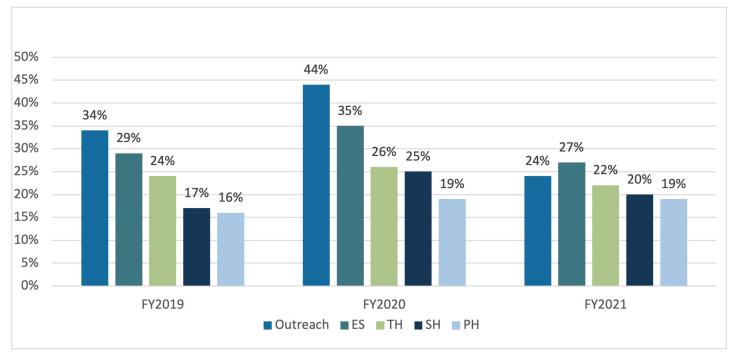
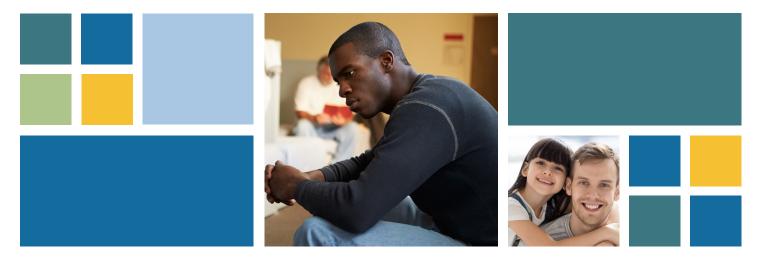
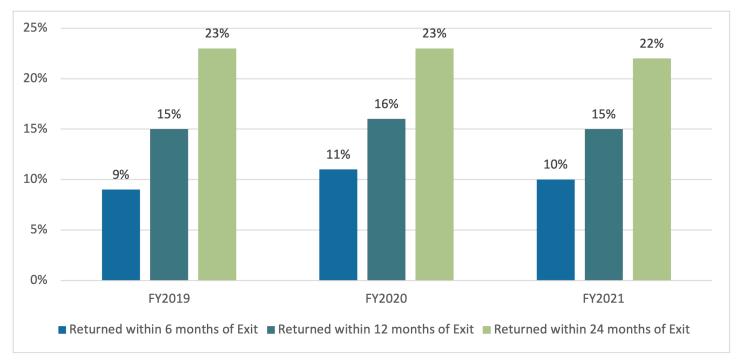


FIGURE 15. PERCENTAGE OF PERSONS WHO RETURNED TO HOMELESSNESS BY PROJECT TYPE

The rate of household returns in the following graphs represent groups of clients becoming homeless in the same household type. This is because households returning to homelessness in a completely different household type does not suggest the same CoC performance issue that a household repeatedly becoming homeless in the same household type suggests.



A group of households that exited the homeless system during a defined time period is called an "exit cohort" and is used as the denominator when calculating the percentage of households who returned to homelessness. Households that exited within the first 6 months of the current reporting period inform returners within 6 months, households that exited within 12 months prior to the current reporting period informs returners within 12 months and households that exited between 12 and 24 months prior to the current reporting period informs returners within returners within 24 months. Over the past three years there is no significant change in the rate of returns in each category but the rate of returns within 24 months has been the highest. More than one-fifth of the households who exited to a permanent destination between 12 to 24 months returned to the homeless system within 2 years to access services through shelters or Permanent Housing projects. (See Figure 16)



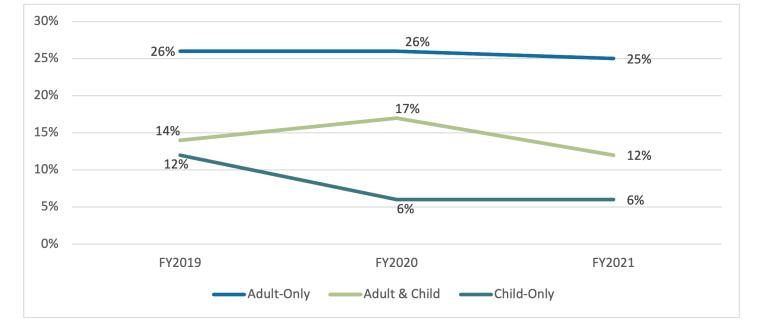




17 Household returned to ES, SH, TH, RRH or PSH projects after exiting the homeless system.

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Among households that exited to a permanent destination between 12 to 24 months prior to each reporting period, the percentage of returners within 24 months is higher for adult-only households in each of the three years, with one-fourth of adult-only households who had left the homeless system within 12 to 24 months prior to the reporting period, having lost their housing within a two-year period and returned to homelessness. The return rate for families is lower as compared to adult-only households and decreased by 5% in the past year. The return rate for child-only households was 6% over the past two years. (See Figure 17)



#### FIGURE 17. PERCENTAGE OF RETURNS BY HOUSEHOLD TYPE 17



17 Household returned to ES, SH, TH, RRH or PSH projects after exiting the homeless system.

In each year, over one-fourth of senior or Veteran households who left the homeless system to a housing situation within 12 to 24 months prior to the reporting period lost their housing situation within a two-year period and returned to homelessness. There is a relatively lower return rate for youth households in 2019 and 2021 with a decrease by 4% since 2019. (See Figure 18)

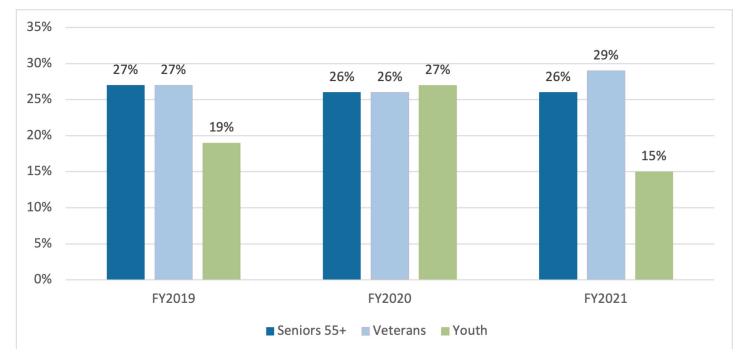


FIGURE 18. PERCENTAGE OF RETURNS<sup>17</sup> BY SUBPOPULATION



17 Household returned to ES, SH, TH, RRH or PSH projects after exiting the homeless system.

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Examining the return rate by race, households with their heads of household who identify with a race of Black or African American, or as American Indian or Alaska Native or Indigenous have a 25% or higher return rate in the past two years. (See Figure 19)

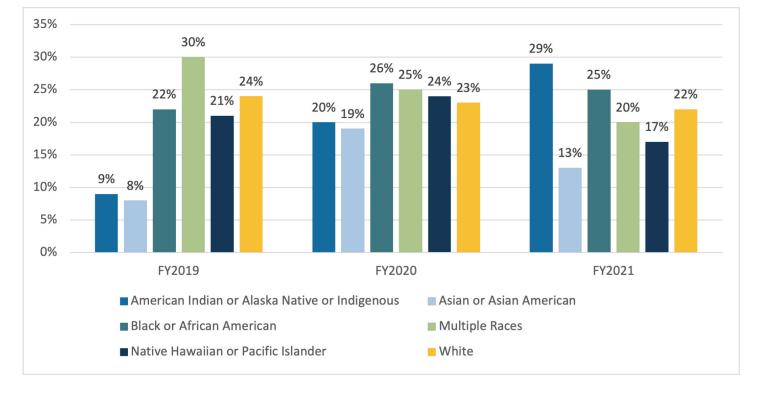


FIGURE 19. PERCENTAGE OF RETURNS<sup>17</sup> BY RACE

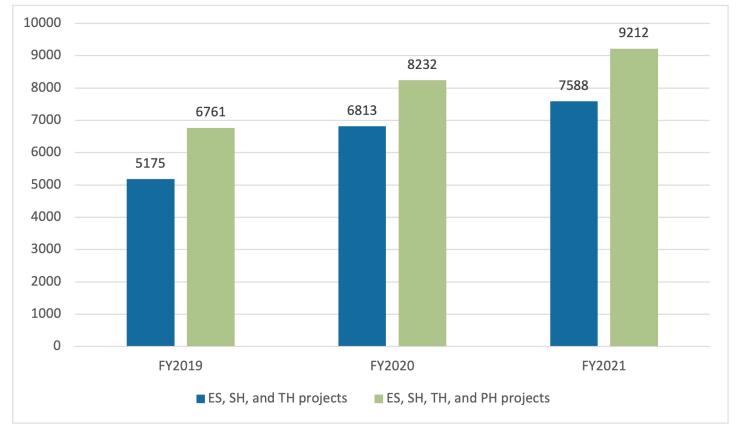


17 Household returned to ES, SH, TH, RRH or PSH projects after exiting the homeless system.

### HOMELESSNESS FOR THE FIRST TIME

HUD defines someone as homeless for the first time if they entered a temporary or permanent housing program and did not have prior entry in those projects in the last two years. Based on this definition, clients who are identified as first time homeless may be new clients to the homeless system or have been served by and exited the homeless system more than two years before the reporting period. To end homelessness, we have to ensure that all people currently experiencing homelessness are stably housed and do not return to homelessness, and we have to reduce the number of people who become homeless through successful prevention. The goal of this measure is to reduce the number of people who become homeless for the first time every year.

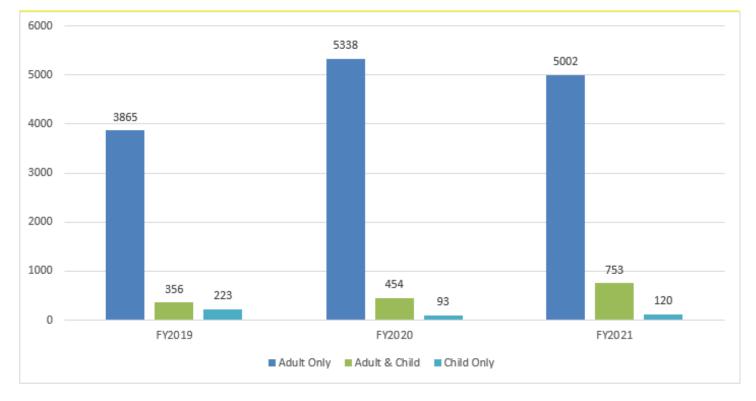
The past three years of data reveals that persons who are homeless for the first time increased by 47% among people served in shelters and by 36% among people served in shelters and permanent housing projects since 2019. (See Figure 20)



#### FIGURE 20. NUMBER OF PERSONS WHO BECOME HOMELESS FOR THE FIRST TIME

24

When looking at first time homeless in shelters by household types, adult-only households have been the highest in all of the past three years with a slight decrease in 2021. The data further demonstrates that families who are identified as first time homeless in shelters has been increasing over the years with an 112% increase since 2019. (See Figure 21)



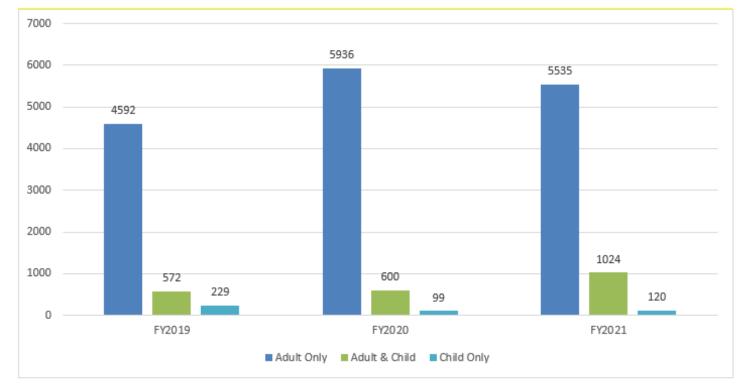
#### FIGURE 21. FIRST TIME HOMELESS IN SHELTERS<sup>18</sup> BY HOUSEHOLD TYPES



18 Figures include households who entered Emergency Shelter, Safe Havens, or Transitional Housing.

We see a similar trend in households who are identified as first-time homeless in shelters and permanent housing projects. Adult-only households represent the highest number of first-time homeless households, and the number of families who were identified as first-time homeless has increased year over year with a 79% increase since 2019. (See Figure 22)

#### FIGURE 22. FIRST TIME HOMELESS IN SHELTERS AND PERMANENT HOUSING PROJECTS<sup>19</sup> BY HOUSEHOLD TYPES



#### FIGURE 22. FIRST TIME HOMELESS IN SHELTERS AND PERMANENT HOUSING PROJECTS<sup>19</sup> BY HOUSEHOLD TYPES



19 Figures include households who entered Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing project types.

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Figure 23 shows a breakdown by subpopulation of first-time homeless in shelters and permanent housing projects over the past three years. There is a 6% and 42% increase since 2019 in first-time homeless for senior and youth populations respectively. There is a 47% decrease in veterans experiencing homelessness for the first time since 2019.

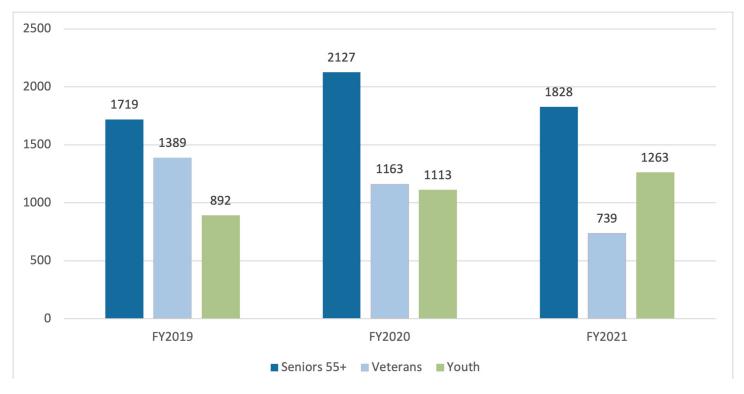
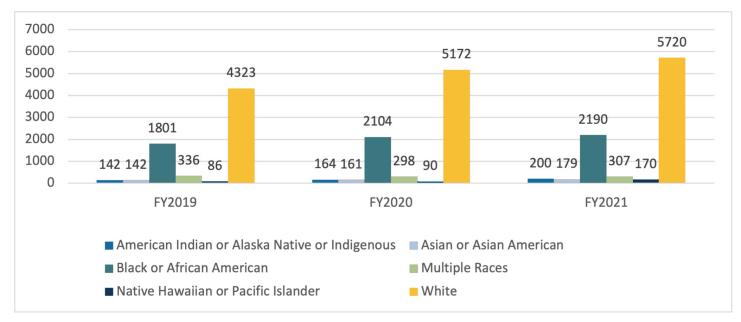


FIGURE 23. FIRST TIME HOMELESS IN SHELTERS AND PERMANENT HOUSING PROJECTS<sup>20</sup> BY SUBPOPULATION



20 Figures include persons who entered Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing project types. The race breakdown of first-time homeless persons in shelters and permanent housing projects shows a steady increase in all categories for the past three years with 22% increase for Black or African Americans and 32% increase for Whites since 2019. (See Figure 24)







20 Figures include persons who entered Emergency Shelter, Transitional Housing, Safe Haven, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing project types.

## CONCLUSION

Overall, the data indicate that in 2021, more people sought homeless services than in the previous two years, more people experienced homelessness for the first time than in the previous two years, and days of homeless for people experiencing homelessness were longer in 2021 than in 2019, though in some cases the length of time was less in 2021 than in 2020. The total percentage of exits to permanent housing decreased in 2021 and this decrease is higher for youth. Generally, people who exited to permanent housing returned to homelessness at a higher rate. The lowest percentage of exits to permanent housing and the highest returns to homelessness after exit to housing were from people whose pathway to housing was through shelters. Finally, racial disparities persist in the system. Black San Diegans made up 24% of the people experiencing homelessness in 2021. Though there were slight decreases in the percentage of Black San Diegans who sought services and returned to homelessness in 2021 over 2020, Black San Diegans experienced longer lengths of time homeless, decreases in the percentage of exits, and higher return rates than in 2019.

This report provides a summary of high-level data. Additional analysis is needed to locate system challenges and prioritize strategies to continue to improve housing outcomes for people experiencing homelessness in the San Diego region.



### GLOSSARY

Adult & Child: Households in which one or more member is 18 years old or older and one or more member is under 18 years old.

Adult-Only: Households in which all members are 18 years old or older.

Child-Only: Households in which all members are 17 years old or younger.

**Continuum of Care (CoC):** A regional or local planning body that coordinates housing and services funding for homeless families and individuals. The CoC Program is designed to promote community-wide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families and communities by homelessness; promote access to and affect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

**Emergency Shelter:** A project type in HMIS that offers temporary shelter (lodging) for the homeless in general or for specific populations of the homeless.

**Homeless Management Information System:** A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Homeless Prevention:** A project type in HMIS that offers services and/or financial assistance necessary to prevent a person from moving into an emergency shelter or place not meant for human habitation.

Household: A household is a single individual or a group of persons who are assisted together in a project.

**Household Type:** One of three main household types - Adult-Only, Adult & Child and Child-Only, based on the age of household members on the first day of the report period (or at entry, if later). Households may be counted in more than one household type, if the household members are served in more than one household type in different project enrollments. Performance measures reported by household type are calculated based on project enrollments associated with the respective household type.

**Point-In-Time:** An unduplicated count on a single night of the people in a community who are experiencing homelessness that includes both sheltered and unsheltered populations.

**Permanent Housing with Services (PHwS):** A project type in HMIS that offers permanent housing and supportive services to assist homeless persons to live independently, but does not limit eligibility to individuations with disabilities or families in which one adult or child has a disability.

**Permanent Housing Only:** A project type in HMIS that offers permanent housing for persons who are homeless, but does not make supportive services available as part of the project.

**Permanent Supportive Housing (PSH):** A project type in HMIS that offers permanent housing and supportive services to assist homeless persons with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

**Rapid Re-housing (RRH):** A permanent housing project type in HMIS that provides housing relocation and stabilization services and short- and/or medium-term rental assistance as necessary to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing.

**Safe Haven:** A project type in HMIS that offers supportive housing that (1) serves hard to reach homeless persons with severe mental illness who came from the streets and have been unwilling or unable to participate in supportive services; (2) provides 24-hour residence for eligible persons for an unspecified period; (3) has an overnight capacity limited to 25 or fewer persons; and (4) provides low demand services and referrals for the residents.

**Street Outreach:** A project type in HMIS that offers services necessary to reach out to unsheltered homeless people, connect them with emergency shelter, housing, or critical services, and provide urgent, non-facility-based care to unsheltered homeless people who are unwilling or unable to access emergency shelter, housing, or an appropriate health facility. Only persons who are "street homeless" should be entered into a street outreach project.

**Transitional Housing:** A project type in HMIS that provides temporary lodging and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period of time, but no longer than 24 months.

Youth Households: Households in which all the members are older than 17 years old but younger than 25.



### SAN DIEGO Regional Task Force on Homelessness

### rtfhsd.org

The RTFH is responsible for collecting, tracking, and reporting on a significant amount of data as it pertains to homelessness in our region. Our sincere gratitude to Humble Design for their contribution of photos that so vividly illustrate the true meaning of a home and also our thanks to Lisa DeMarco of DeMarco Design for the impactful layout and design.