

# The City of San Diego Community Action Plan on Homelessness

October 2019

# About CSH

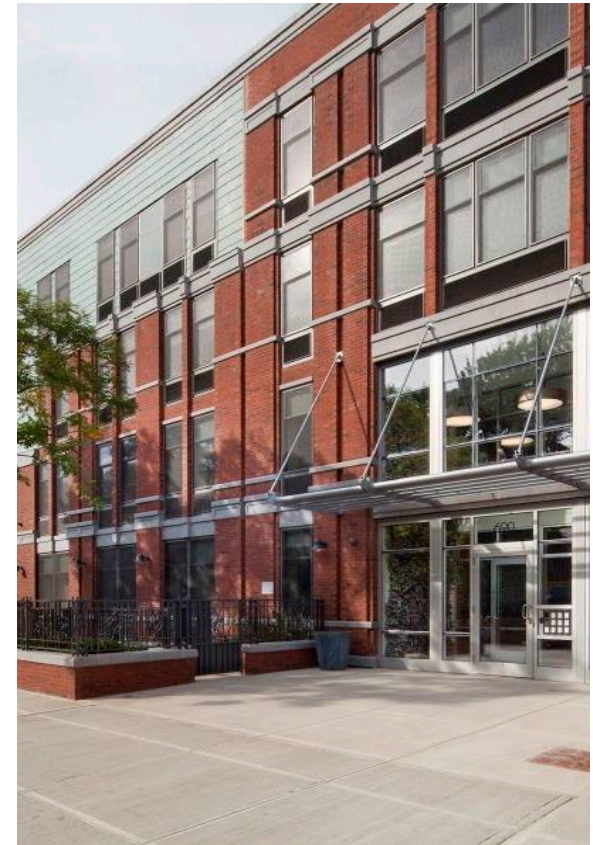
National nonprofit advancing housing solutions ([csh.org](https://csh.org))



Improve lives of  
vulnerable people



Maximize  
public resources

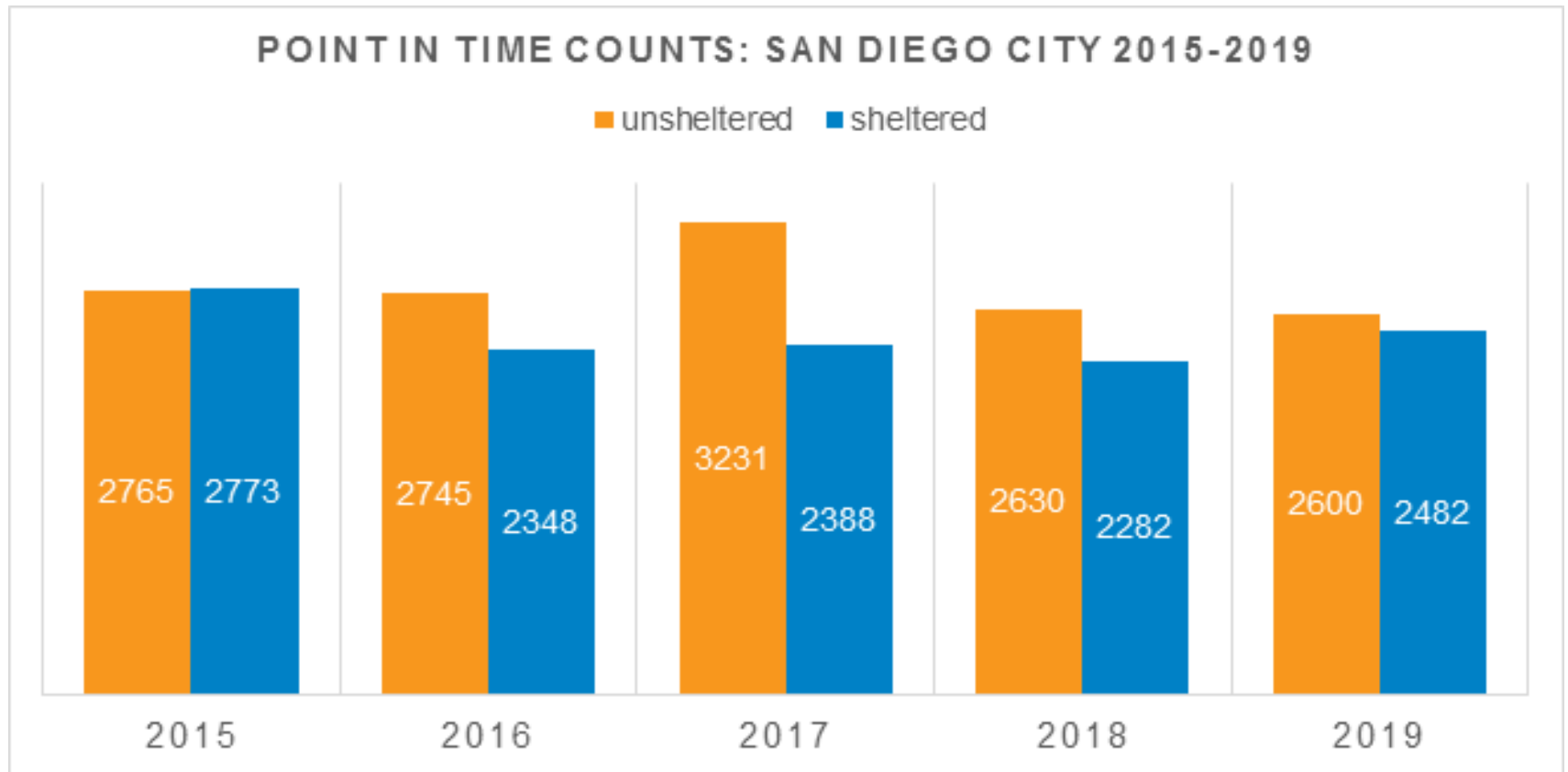


Build strong,  
healthy communities

# The Approach

- Ground report in perspectives and experiences of people who live in and work on the front lines of the homeless assistance system in San Diego
- Input and review from all stakeholders is key to success and is backbone of our report
- Data should drive decision-making and action
  - Series of focus groups
  - Provider and stakeholder feedback loops
  - Data analysis
  - Steering committee

# Homelessness at a Point in Time



# Flow Within the Homeless System

## City of San Diego System Flow

2018 APR Data

5,472 People Entered  
Emergency Shelter

84% Came From the Streets or Shelter



1,172 People Entered  
Transitional Housing

54% Came From the Streets or Shelter



### Emergency Shelter Exits

- Total Exits: 4,804
- Destination: 31% to Permanent Housing
- Destination: 56% to homelessness
- Destination: 13% Unknown

### TH Exits

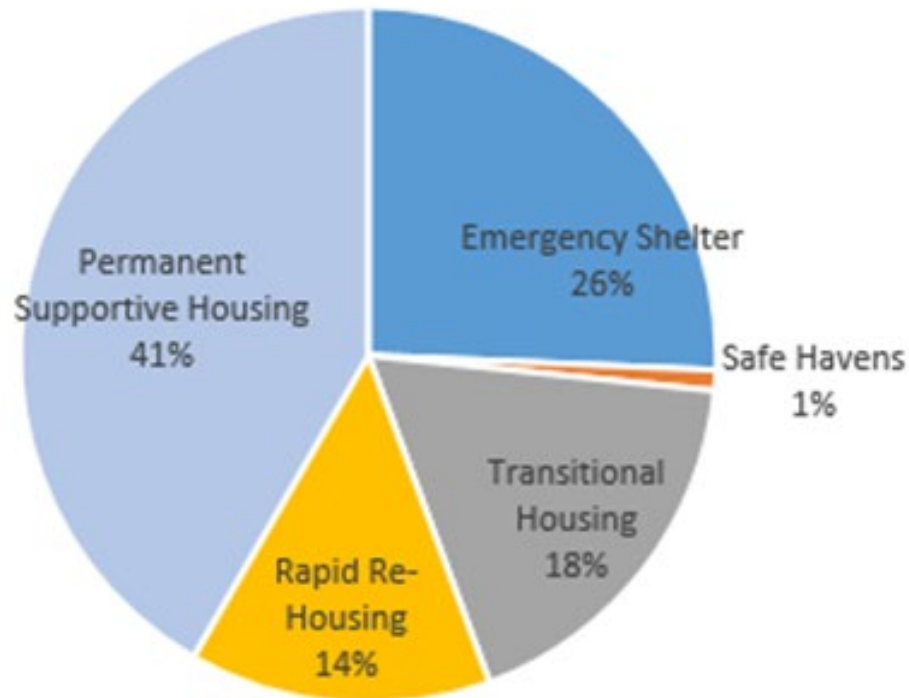
- Total Exits: 856
- Destination: 57% to Permanent Housing
- Destination: 31% to homelessness
- Destination: 12% Unknown
- Length of Stay: 62% Stayed Less than 6 Months

### Permanent Solutions



# Homeless Interventions in San Diego

City of San Diego Homeless Intervention Inventory 2019





# The Path Forward

- Identify and organize around goals within reach
- Take actions in support of these goals and lasting change
- Identify guiding principles used to make decisions and align actions

## LONG TERM VISION: Where Do We Want to Go As a Community?

*By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.*

## HOW DO WE GET THERE? We Get There By Taking Three Inter-Related Steps

Identifying and organizing around goals within reach to **build momentum towards change.**

3 GOALS

Decrease unsheltered homelessness by 50%  
Finish the job of ending Veteran homelessness  
Prevent and end youth homelessness



Setting priorities and taking actions that **support reaching those goals, and that support lasting overall change.**



Identifying Guiding Principles and using them to make decisions to ensure that actions are aligned with the agreed-upon values.

• **Meet Goals and Set New Ones!**

• **Create a strong and sustainable system that is nimble and can meet new needs and goals as they emerge.**

# Five Key Strategies



Implement a  
systems-level  
approach



Create a  
client-centered  
homeless  
assistance  
system



Decrease  
inflow into  
homelessness  
by increasing  
prevention and  
diversion



Improve the  
performance  
of the  
existing system



Increase the  
production  
of/access  
to permanent  
solutions





# Goals Within Reach

(3 years)

1

Decrease unsheltered homelessness by 50%

2

Finish the job of ending Veteran homelessness

3

Prevent and end youth homelessness

# Leadership Structure

- Leadership
  - Key community leaders will review progress quarterly, problem-solve, identify funding resources, create accountability.
- Interagency Implementation Team
  - Senior level staff empowered to lead and be ambassadors for this work, make day-to-day decisions or raise critical issues to leadership when needed.
- Project Management and Agency Staffing for Implementation

# Guiding Principles

- Be accountable
- Develop creative and new housing options, as quickly as possible
- Value the voices of people with lived experiences
- Improve service and options to people experiencing homelessness through evidence-based approaches
- Make data-driven decisions and create transparency
- Communicate and collaborate more effectively and frequently
- Build capacity
- Create positive momentum
- Remove politics from decision-making about homelessness

# Housing Solutions Estimated Cost

Permanent Housing Need and Expenditures: TOTAL		
	Total Units	10-year expenditure
Supportive Housing Capital	2,802	\$963,187,500
Supportive Housing Rental Subsidies	3,503	\$375,738,268
Supportive Housing Service Commitments	3,503	\$318,952,200
Rapid Rehousing Rent Assistance & Services	802	\$179,197,918
Low Income Hsg Rent Assistance & Services	344	\$76,799,108
Diversion Assistance	767	\$25,269,447
Total Need	5,416	\$1,939,144,441

# Crisis Response Solutions

## Individuals

- Drive system improvements: length of stay and diversion.
- Focus on long-term shelter stayers and unsheltered persons.
- Repurpose transitional housing.
- Create additional capacity (100-200 beds).

## Families

- Add diversion resources.
- Repurpose transitional housing.
- Create additional capacity (80 beds).

# Key Considerations

- Ensure adequate staffing resources for implementation of this plan.
- Increase behavioral health resources.
- Improve homeless-specific program voucher utilization.
- Create a comprehensive outreach framework.
- Evaluate Neil Good Day Center and Navigation Center Services
- Decrease negative impacts of ordinance enforcement and fare evasion on people experiencing homelessness. Increase access to homeless court.

# Vision

By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.





Leaders across the City have all articulated a similar sentiment:

***The time to act is now,  
and we must act together***