City of San Diego
Community Action Plan on Homelessness
Update to the City Council
July 20, 2021

Keely Halsey
City of San Diego
Chief of Homelessness Strategies & Housing Liaison

Lisa Jones
San Diego Housing Commission
Executive Vice President of Strategic Initiatives

Tamera Kohler
Regional Task Force on the Homeless
Chief Executive Officer
### Implementing Structure

**Leadership Council**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Role</th>
<th>Member</th>
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<tbody>
<tr>
<td>City of San Diego</td>
<td>Mayor</td>
<td>Mayor Todd Gloria</td>
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<tr>
<td>San Diego City Council</td>
<td>Council President</td>
<td>Council President Jennifer Campbell</td>
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<td>County of San Diego</td>
<td>Chair, County Board of Supervisors</td>
<td>Supervisor Nathan Fletcher</td>
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<td>San Diego Housing Commission (SDHC)</td>
<td>President and Chief Executive Officer</td>
<td>Richard C. Gentry</td>
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<td>RTFH</td>
<td>Chief Executive Officer</td>
<td>Tamera Kohler</td>
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<td>Philanthropic Organization</td>
<td>Lucky Duck Foundation</td>
<td>Peter Seidler</td>
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<tr>
<td>Individual with Lived Experience</td>
<td>Voices of Our City Choir</td>
<td>John Brady</td>
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<tr>
<td>Business Representative</td>
<td>SDG&amp;E</td>
<td>Mitch Mitchell</td>
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Implementing Structure
Implementation Team

### Implementation Team Members

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<tr>
<th>Organization</th>
<th>Position</th>
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<tbody>
<tr>
<td>City of San Diego</td>
<td>Chief of Homelessness Strategies &amp; Housing</td>
<td>Keely Halsey</td>
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<td></td>
<td>Liaison</td>
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<td>San Diego Housing Commission (SDHC)</td>
<td>Executive Vice President of Strategic</td>
<td>Lisa Jones</td>
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<td>Initiatives</td>
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<tr>
<td>Regional Task Force on the Homeless (RTFH)</td>
<td>Chief Executive Officer</td>
<td>Tamera Kohler</td>
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<td>San Diego Housing Commission (SDHC)</td>
<td>Project Manager for the Community Action Plan</td>
<td>Nancy Sa</td>
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### Policy Liaisons

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<tr>
<th>Organization</th>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>San Diego Housing Commission (SDHC)</td>
<td>Vice President of Policy</td>
<td>Molly Chase</td>
</tr>
<tr>
<td>County of San Diego</td>
<td>Policy Advisor for Supervisor Nathan Fletcher</td>
<td>Sarah Dawe</td>
</tr>
<tr>
<td>Regional Task Force on the Homeless (RTFH)</td>
<td>Chief Operations Officer</td>
<td>Lahela Mattox</td>
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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
Foundational 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
Progress Under Foundational Strategies

**Implement a Systems-Level Approach to Homelessness Planning**

*Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.*

- Develop Dashboard and provide quarterly reports to community stakeholders on progress against plan
  - Action Plan Progress-at-a-Glance Dashboards
  - System Performance Dashboards
- Implement the City of San Diego Homelessness Response Center
Progress Under Foundational Strategies

Implement a Systems-Level Approach to Homelessness Planning

*Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.*

- Create a communications work group and plan
- Implement and expand the Neighborhood-Based Coordinated Street Outreach Program
- Emergency Housing Vouchers

Homelessness Outreach News Conference
March 10, 2021
Progress Under Foundational Strategies

Create a Client-Centered Homeless Assistance System

*Create a homeless assistance system that centers around clients and values client feedback in system design and resource allocation*

- Engage with Advisory Groups, including Persons with Lived Experience
- Analyze data and identify any potential opportunities to impact the contributing factors related to disproportionate representation of certain populations regarding entry into homelessness
- Implement an automated client-feedback program
- Expand the Homelessness PEER Program
Progress Under Foundational Strategies

Improve the Performance of the Existing System

*Review current practices, performance and metrics to move from project-level thinking to system-level thinking*

• Implement the Downtown San Diego Outreach Initiative
• Built for Zero Initiative

Downtown San Diego Outreach Kickoff
June 28, 2021
Progress Under Foundational Strategies

Improve the Performance of the Existing System

Review current practices, performance and metrics to move from project-level thinking to system-level thinking

• Collaboration with County on Harm Reduction Strategy
• Shared Housing Learning Collaborative
• Enhance technical resources for providers that incentivizes and supports capacity building
Harm Reduction Strategy

• **Vision**: Envisioning a community where the impacts related to substance use are seen as a crisis that influences overall health, well-being, and the quality of life of the individual, families, and community, where stigma does not impede access to services, and where we realize a community free of substance use-related harms.

• **Mission**: To protect San Diegans from the individual, family, and community impact of drug use by enacting a harm reduction approach toward substance use, which prioritizes human dignity, saving lives, providing appropriate levels of care for people who use drugs (PWUD), and best practices in addressing substance use and addiction.
Harm Reduction Strategy

Cohort: Persons experiencing homelessness at risk of harm from substance use, who often have a co-occurring condition

**Outreach**
- Implement Community Harm Reduction Team (C-HRT) in City of San Diego
- Coordination between City Outreach Team(s) and C-HRT
- “Hot Hand Off” to C-HRT

**Bridge Shelter**
- “Just In Time” shelter beds dedicated for C-HRT clients
- Low barrier, harm reduction model
- In-Reach services by C-HRT

**Safe Havens**
- Short-term, variable duration
- Low barrier, harm reduction model
- On-site resident services provider
- In-Reach services by C-HRT
Questions and Comments