



COMMUNITY ACTION PLAN ON HOMELESSNESS

for the city of San Diego



Community Action Plan on Homelessness

Presentation to the City Council

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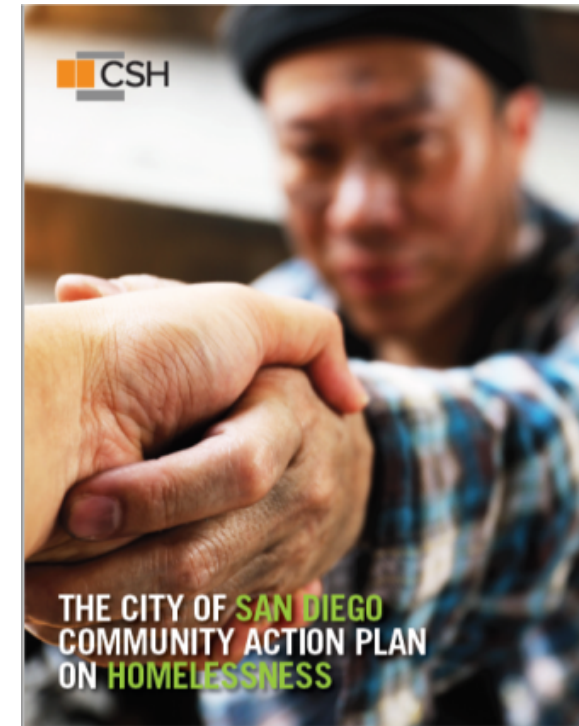
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Department (HSSD)

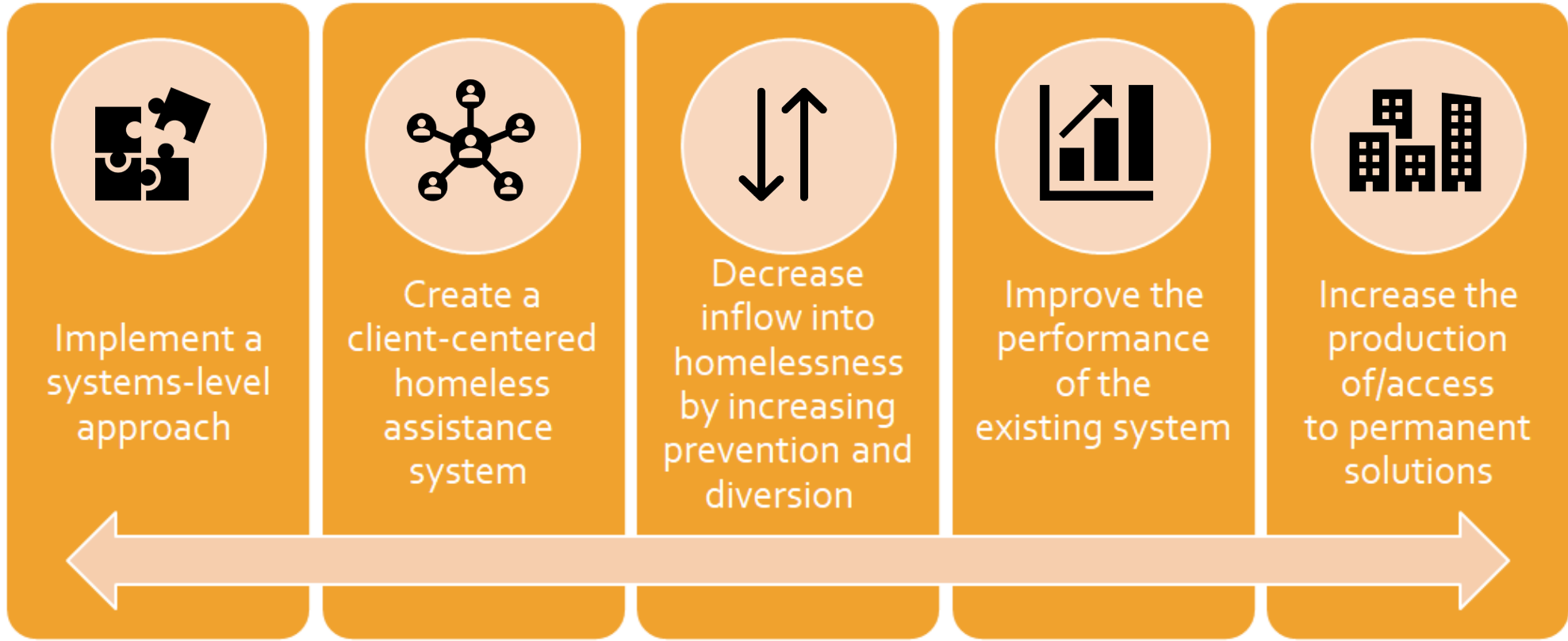
Background and Purpose

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.

- Developed with Corporation for Supportive Housing
- 10-year strategic plan
- Lays out short-term goals
- Serves as a guide for long-term success in addressing homelessness
- Unanimously accepted by the San Diego City Council on October 14, 2019
- 2023 update to the crisis response and housing needs outlined in the Action Plan



Foundational Strategies



2023 Update to Needs and Financial Modeling

2023 Updated Need and Financial Modeling

Introduction



- Significant changes in years following plan development.
- In fall 2022, CSH worked with stakeholders and community partners to update need and financial projections for the Community Action Plan.
- Outline the total need for short-term interventions and permanent housing options by 2029.



2023 Updated Need and Financial Modeling

Key Takeaways

- The number of available **crisis response and housing options increased by 66%** between 2019 and 2023.
- Approximately **15,000 people per year received assistance** between 2019 and 2023.
- Almost **12,000 people moved to permanent housing** between 2019 and 2023.
- More people experiencing homelessness overall as of 2023 than 2019.
 - Higher unsheltered and sheltered homelessness
 - More people considered chronically homeless
 - Longer lengths of stay in shelter
- Prevention need is increasing.
 - More people accessing the system as newly homeless or experiencing homelessness for the first time.

2023 Updated Need and Financial Modeling

Intervention Types

Prevention

- Assistance to prevent entering homelessness crisis response system, including rent/utility arrears, deposits, rental assistance

Diversion

- Financial assistance and services to avoid long stay or entry into homelessness system

Emergency Shelter

- Crisis response bed with services

Rapid Rehousing

- Rental subsidy with services for average of 2 years

Low-Income Housing

- Rental subsidy with services for 3+ years

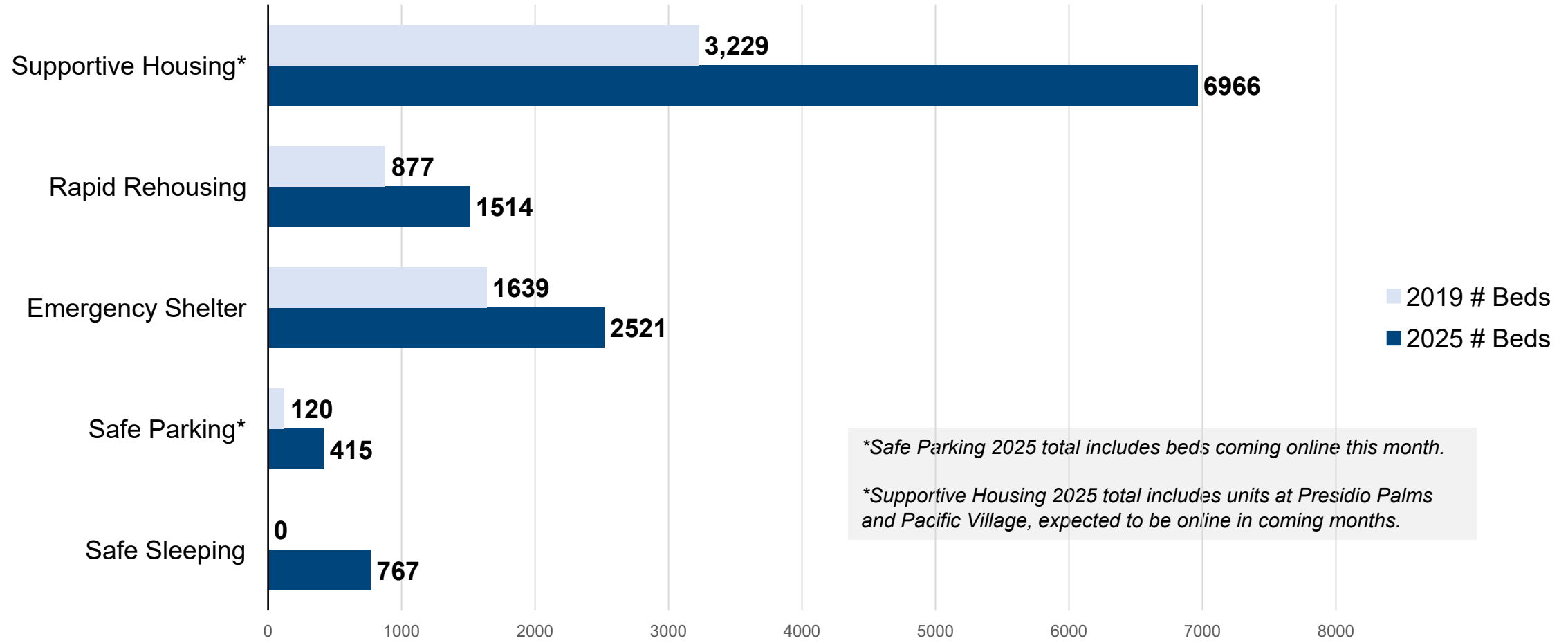
Supportive Housing

- Rental subsidy and intensive services

Investments and Progress

Progress to Date

2019 vs. 2025 Inventory





Progress Since 2023

Needs 2023 – 2029 | By Intervention

	Needs 2023 - 2029	Resources Added 2023-2025	Remaining Needs
Crisis Response Beds	465 – 930 beds	-24 beds	489 – 954 beds
Safe Sleeping/Safe Parking	Not Identified	+813 resources	N/A
Rapid Rehousing	3,080 units	-10 beds/units	3,090 beds/units
Supportive Housing	3,520 units	+581 beds/units	2,939 beds/units
Diversion	2,700 resources annually	+893 resources (489 one-time funding)	2,296 resources annually
Prevention	2,025 resources annually	+878 resources	1,147 resources annually
Total Estimate	11,810*	+2,642**	9,472*

* Total uses midpoint of crisis response range.

** Total added resources excludes one-time diversion resources.

Cost Considerations 2023-2029

	Average Cost* per Bed/Unit
Crisis Response Beds	\$67 - \$72/bed/night (\$24,455 - \$26,280 annually)
Rapid Rehousing	\$25,040 per household annually (operating costs)
Supportive Housing	\$33,000 per unit annually (operating costs) \$294,852 - \$529,168 (capital costs)
Diversion	\$5,431 per household
Prevention/HIPP	\$4,235 per household/\$12,946 per household annually

*Cost estimated based on current trends observed in SDHC-administered programs in FY2024 and FY2025

2024 Activities and Investments

CAPH Community Presentations and Outreach

Stakeholder Advisory Groups with Leadership, Frontline Staff and Persons with Lived Experience

Short-Term Action Plan to Address Immediate Shelter Needs

System Enhancements

- Launch of Universal Terms of Service, Termination, Suspension & Appeals Policies and Procedures for Shelter/Residential Programming
- Launched Diversion initiatives
- Renewal of Housing Instability Prevention Program (HIPP)

System Navigation

- Streamline Access to Housing and critical services
- Focuses on client centered service delivery
- System Navigation Services implement a team to coordinate services across community providers and focus on achieving the best housing outcome for people experiencing homelessness

Current Trends and Strategies

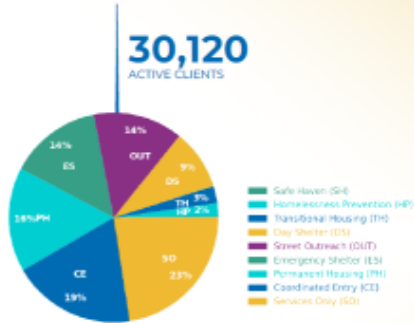


WHAT'S NEW? [1]

1,083 First Time Homeless 966 Persons Housed 4,554 New Program Entries 1,015 New Referrals to Housing Queue

WHO'S ACTIVE? [2]

9,234 SENIORS (55+) SERVED
2,780 FAMILIES SERVED
2,458 TAY (18-24) SERVED
4,124 VETERANS SERVED



WHO FOUND HOUSING? [3]

966 Persons Housed

285 SENIORS 127 FAMILIES 117 VETERANS 81 TAY 18-24

Successful Housing Outcomes



HMIS SUPPORT STATS

832 TICKETS CREATED 98.3% SATISFACTION RATE 796 TICKETS SOLVED

HMIS Participation 1622

143 TOTAL AGENCIES IN HMIS
1 NEW AGENCIES THIS MONTH
1622 TOTAL HMIS USERS
57 NEW USERS THIS MONTH

Current Trends Inflow/Outflow 2024-2025

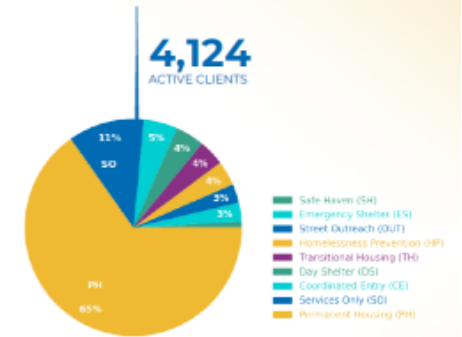


WHAT'S NEW? [1]

68 First Time Homeless 117 Persons Housed 270 New Program Entries 70 New Referrals to Housing Queue

WHO'S ACTIVE? [2]

2,376 SENIORS (55+) SERVED
394 FAMILIES SERVED
45 TAY (18-24) SERVED

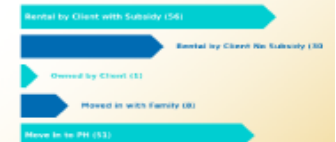


WHO FOUND HOUSING? [3]

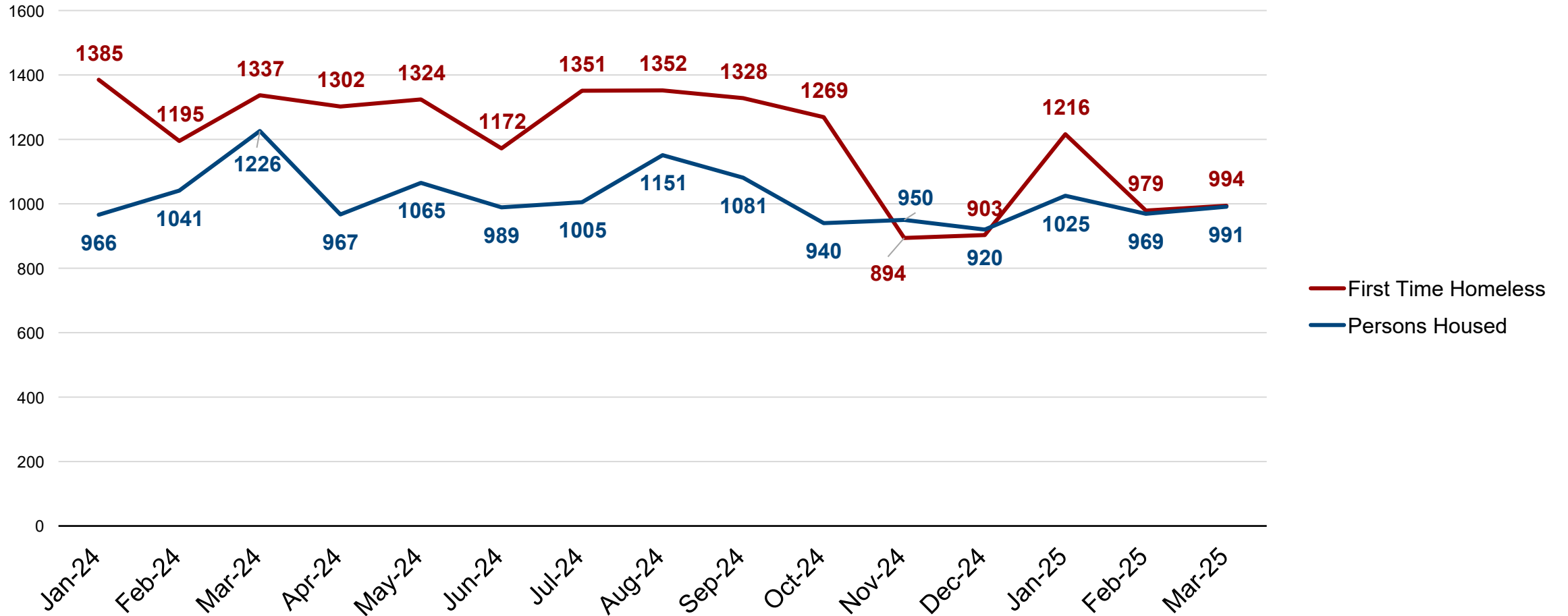
117 Persons Housed

54 SENIORS 10 FAMILIES 1 TAY 18-24

Successful Housing Outcomes



Current Trends Inflow/Outflow 2024-2025



Need for Prevention Resources

10,207 calls to 2-1-1 for housing instability in CY 2024.

- 25% of callers reported an episode of homelessness in 2024.
- 41% of callers were families with children.
- 86% had income below 30% AMI.
- 59% reported a health concern.
- #1 referred service was SDHC Homelessness Prevention.
- 86% reported that they needed immediate support.
- Zip codes most impacted:
 - 92101
 - 92105
 - 92113

Strategies to Increase Exits to Permanent Housing

Diversion

Shared Housing

Flexible Housing Pool

Veteran Initiative - Leave No Veteran Homeless

2024-2025 Diversion Efforts

RTFH Diversion Initiative 1/1/2024 – 12/31/2024

- Partnered with 28 organizations across the region
 - 46% of funding was spent in Central
 - 54% of households served were in Central
- Diversion-Focused Outreach:
 - 1,495 clients engaged
 - Of those who received financial assistance, **93% exited to permanent destinations**
 - Housed = 489 households, 597 individuals
- Average Spending per Household:
 - \$3,150.00
- Impact:
 - November 2024 was the first time in 33 months, the number of exits to housing exceeded the number of first-time homelessness.
 - Overall exits were directly related to this initiative.
 - 6% in 2024
 - 9% in November 2024
 - 10% in December 2024

Shelter Diversion Initiative 11/1/2024 – May 2025

- Collaborative initiative between City of San Diego, SDHC, RTFH and several partnering organizations.
- Initiative included prioritization of Coordinated Entry System (CES) resources, system coordination services and diversion services.
- Goal of 150 households exited from shelter to permanent housing.
 - **154 total households exited to permanent housing as of May 12, 2025**
- 31% of households that exited to permanent housing received diversion support.
- Improved throughput and performance in shelter system.
 - **Exits to housing from shelter 5-9% higher in FY 2025 than prior Fiscal Years.**

2024-2025 Efforts

Flexible Housing Pool

The FHP, launched in July 2020 and operated by Brilliant Corners, accelerates housing placement by securing units and offering ongoing tenancy support. FHP eliminates upfront barriers and provides landlord incentives through rent guarantees and risk mitigation.

- **The Flexible Housing Pool services the entire region**
- FY 23-24, 40% of the units are located in the Central Region

Impact:

- Over 1,200 households housed, including 200+ in FY23–24
- High retention:
 - 95% after 1 year
 - 97% after 2+ year
 well above the national average of 88% and 82%
- Targeted populations: Veterans, youth, families, older adults
- Primarily funded by RTFH-HHAP funding, with contributions of one-time funding from the County and Managed Care Plans.

Veteran Initiative

- Leave No Veteran Homeless
 - Collaborative initiative between City of San Diego, San Diego County, SDHC, and RTFH.
- RTFH utilized data driven approaches and began reporting on monthly housing deliverables.
- Collaborative efforts to enhance case conferencing.
- **Led to an average of 30% of veterans being successfully connected to housing programs**

2024-2025 Efforts

Shared Housing

Shared Housing Collaborative launched in 2022 by Townspeople

- RTFH partnered with Townspeople in 2023.
- RTFH contracted with expert, brought Kris Freed, Impact Consulting to provide technical assistance and support the collaborative in launching a Shared Housing Initiative.

General Training: 8 sessions with an average attendance of 40 people plus 1:1 sessions with agencies.

August 2024 kick-off of initiative to match 75 individuals with compatible housemates, helping them secure permanent, shared housing.

RTFH developed a custom assessment tool to identify clients interested in shared housing, supporting the region's Shared Housing Palooza with ongoing reports and data-driven planning insights.



System Reporting

- RTFH, HSSD and SDHC are invested in transparent and collective reporting on the City's homelessness response system.
- Each agency maintains reporting online that is easily accessible to stakeholders and the public.
- **RTFH:**
 - **Project Level Dashboard:** This interactive data dashboard uses Homeless Management Information System (HMIS) data to provide insights about the individuals and families accessing homeless services, performance of the homeless crisis response system, and help with identifying gaps in housing and service needs.
 - **Other Reports:** RTFH offers many reports on its website, including federally-required reporting on San Diego County's homeless response system and others that RTFH has developed to help the community better understand recent trends.



System Reporting

- **SDHC:**
 - **Homeless Programs Reporting Dashboards:** Interactive dashboards that report on homeless service programs administered by SDHC and funded through SDHC and/or the City of San Diego.
 - **Community Action Plan on Homelessness – At a Glance Dashboard:** Interactive dashboard that reports on the Action Plan’s progress from 2019 – 2024.
- **HSSD:**
 - **Data & Reports:** HSSD offers data and reporting on HSSD-administered programs and links to other data sources on its website.

Challenges and Opportunities

Challenges and Opportunities

Challenges

- High-cost rents relative to income
- Financial resources to address short-term and long-term needs
- Potential changes to federal and state support for local homeless response system

Opportunities

- System coordination to make best use of resources
- Pursuit of alternative funding to support community goals
- Homeless Housing, Assistance and Prevention (HHAP) 6/7 collaborative applications
- Youth Homeless Demonstration Program (YHDP) funding and population-specific interventions
- Opportunity for advocacy based on outcomes of local initiatives
- Increasing investments in prevention and diversion

Questions & Comments