



SAN DIEGO  
HOUSING  
COMMISSION

We're About People

# San Diego Housing Commission (SDHC)

## City of San Diego Community Action Plan on Homelessness

Presentation to the SDHC Board of Commissioners  
September 9, 2021

Lisa Jones  
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San Diego Housing Commission



# Community Action Plan on Homelessness Leadership Council

City of San Diego	Mayor	Mayor Todd Gloria
San Diego City Council	Council President	Council President Jennifer Campbell
County of San Diego	Chair, County Board of Supervisors	Supervisor Nathan Fletcher
San Diego Housing Commission (SDHC)	President and Chief Executive Officer	Richard C. Gentry
Regional Task Force on Homelessness (RTFH)	Chief Executive Officer	Tamera Kohler
Philanthropic Organization	Lucky Duck Foundation	Peter Seidler
Individual with Lived Experience	Voices of Our City Choir	John Brady
Business Representative	SDG&E	Mitch Mitchell



# Community Action Plan on Homelessness

## Implementation Team

### Implementation Team Members

SDHC	Executive Vice President of Strategic Initiatives	Lisa Jones
City of San Diego	Director Homelessness Strategies & Solutions	Hafsa Kaka
RTFH	Chief Executive Officer	Tamera Kohler
SDHC	Project Manager for the Community Action Plan	Nancy Sa

### Policy Liaisons

SDHC	Vice President of Policy	Molly Chase
County of San Diego	Policy Advisor for Supervisor Nathan Fletcher	Sarah Dawe
RTFH	Chief Operations Officer	Lahela Mattox



# Community Action Plan on Homelessness

## Goals

Goals Within  
Reach  
(3 Years)

1

Decrease unsheltered homelessness by 50%

2

Finish the job of ending Veteran homelessness

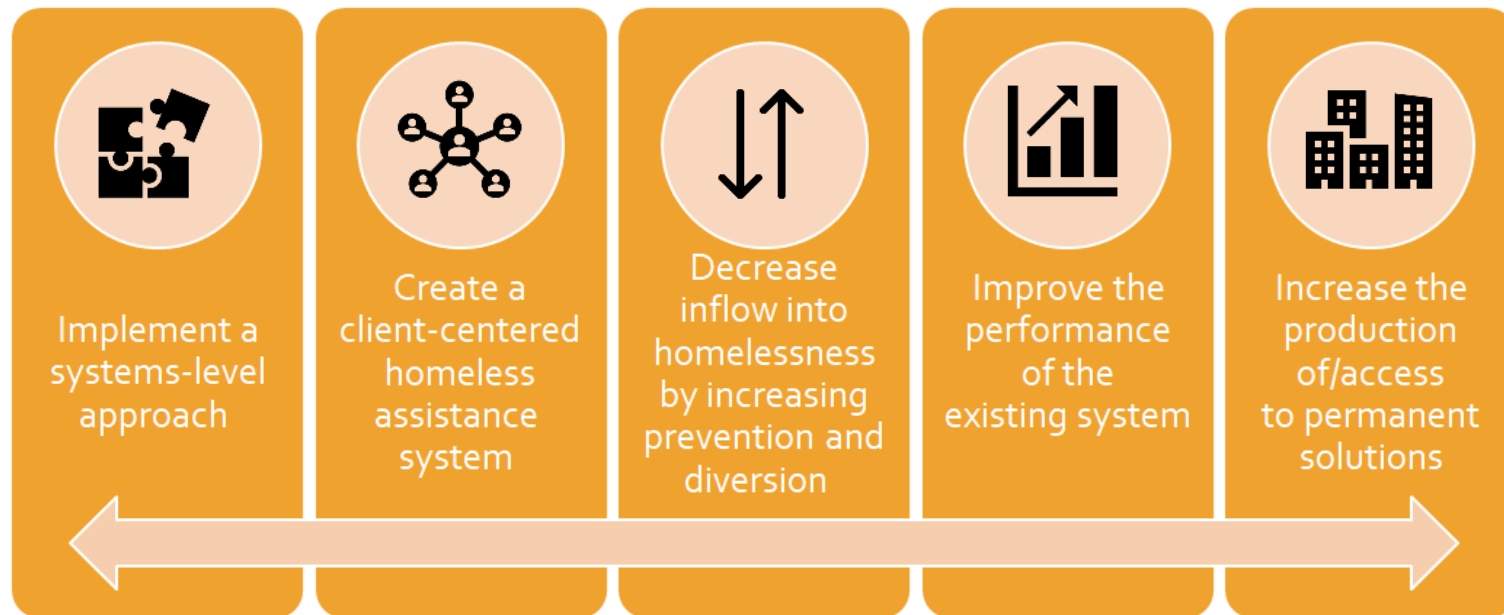
3

Prevent and end youth homelessness



# Community Action Plan on Homelessness

## Foundational Strategies



# Community Action Plan on Homelessness

## 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**



# Community Action Plan on Homelessness

## Progress Under Foundational Strategies (Continued)

### 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



# Community Action Plan on Homelessness

## Progress Under Foundational Strategies (Continued)

### **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**





# Community Action Plan on Homelessness

## Progress Under Foundational Strategies (Continued)

### 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



# Community Action Plan on Homelessness

## Progress Under Foundational Strategies (Continued)

### 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



# Community Action Plan on Homelessness

## 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.



# Community Action Plan on Homelessness

## Harm Reduction Strategy (Continued)

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 & Comments

