



SAN DIEGO  
HOUSING  
COMMISSION

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# San Diego Housing Commission (SDHC)

## Workshop & Discussion: Homelessness System Coordination & Navigation

Presentation to the SDHC Board of Commissioners  
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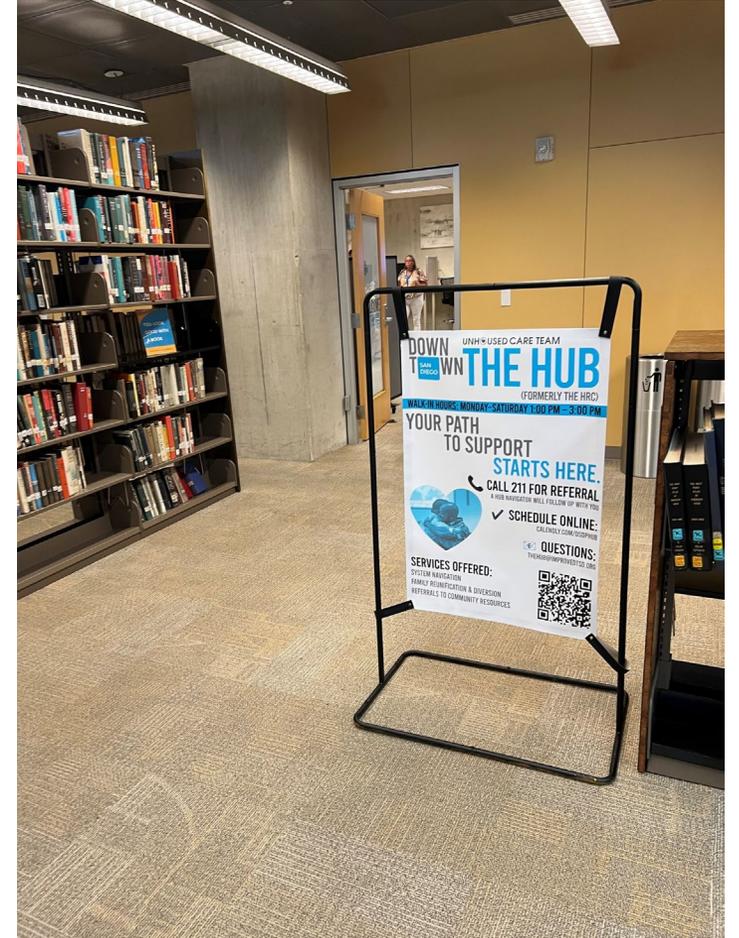
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# Homelessness System Coordination & Navigation Introduction

## The Hub

- Began operating July 16, 2025, at the San Diego Central Library.
- Downtown San Diego Partnership is the lead service provider.
- Continues efforts from recent years to streamline and centralize the coordination and navigation of services for people experiencing homelessness in the City of San Diego.
- Updates and modifies the model for service delivery, as needed, to most effectively serve unhoused San Diegans.
- City of San Diego funds the Hub.
- SDHC oversees the program and administers the contract with the Downtown San Diego Partnership to operate the program.



# Homelessness System Coordination & Navigation

## Introduction (Continued)

- **December 2019:** The City opened the Housing Navigation Center to increase resources within the City's homelessness crisis response system.
- **Early 2020:** The Housing Navigation Center had to drastically reduce services due to COVID-19.
- **October 2020:** The SDHC Board of Commissioners approved a shift in the program model to build upon the successes and lessons learned through Operation Shelter to Home (OSTH).
- Some successes included:
  - Establishing a Housing Navigation Team
  - Using HMIS referral data to identify individuals who were matched to a housing resource to support successful exits
  - Proactively engage with matched individuals to better understand barriers
  - Identifying and addressing system-level barriers that slow down housing placements
  - One-on-one support to shelter residents and service providers
  - Co-locating with supportive services providers at the Convention Center shelter



# Homelessness System Coordination & Navigation Introduction (Continued)

- **May 2021 – June 2025:** SDHC operated and administered the Homelessness Response Center.
  - Leveraged SDHC's subject matter expertise, existing HOUSING FIRST – SAN DIEGO programs, and strong partnerships to achieve the broad vision for the Homelessness Response Center.
  - Enhanced the program to drive the strategic development and implementation of a streamlined, coordinated, client-centric, City Homelessness Crisis Response System.
  - Subcontracted with People Assisting the Homeless (PATH) to provide system navigation and related services.



# Homelessness System Coordination & Navigation

## Homelessness Response Center's Core Components

- **System Navigation Services:** Implemented a System Navigation team to coordinate services across community providers and focus on achieving the most appropriate housing outcome for people experiencing homelessness.

PATH System Navigation					
Outcome	May - June 2021	July 2021- June 2022	July 2022- June 2023	July 2023- June 2024	July 2024- June 2025
Total Visits	632	16,782	19,433	19,464	17,896
Total Visits (Monthly Average)	N/A	1,398	1,441	1,622	1,492
Enrolled in System Navigation Services	18	490	521	438	401
Exits to Permanent Housing	11%	38%	30%	28%	19%

- On average, the Homelessness Response Center had 18,394 visits per year.



# Homelessness System Coordination & Navigation

## Homelessness Response Center's Core Components (Continued)

- **Supportive Services On-Site:** Multiple partners at a single site to provide enhanced access to a variety of services.

Provider	Services Offered
County of San Diego	Enrollment in CalWORKS, Cal Fresh, Medi-Cal, General Relief programs, Family services programs and Local benefits
Department of Veteran Affairs (VA)	Information and referrals to VA and community helath care, mental health care, drug and alcohol treatment programs. Vocational programs, as well as transitional and permanent housing programs
Downtown San Diego Partnership	Family Reunification Program services
Dreams for Change	Employment program
Home Start, Inc.	Youth system navigation, Domestic violence servies, and Prevention and diversion for transitional youth ages 18-24
NAMI San Diego	SSI/SSDI Advocay in collaboration with Legal Aid Society of San Diego, Alcohol and Drug Treatment referrals
Supportive Services for Veteran Families (SSVF)	Screening and enrollment for rapid re-housing and VASH, General case managment serviecs

- **System Coordination Team:** Implemented a System Coordination team to identify areas within the system that are creating micro or macro barriers to accessing permanent housing and collaborate with community partners to implement system-level solutions.



# Homelessness System Coordination & Navigation

## Homelessness Response Center's Core Components (Continued)

- **Coordinated Shelter Intake Program (CSIP):**
  - Launched in 2021.
  - Facilitates referrals into City-funded shelter programs seven days a week.
  - Offers coordination between persons seeking shelter, outreach partners who work with people experiencing unsheltered homelessness, and shelter programs.
- Partners refer individuals to shelter using a coordinated model.
  - Allows for an individual to be matched to the shelter that best meets their specific needs.
  - Reduces the amount of time spent searching for an open bed.



# Homelessness System Coordination & Navigation

## Homelessness Response Center's Core Components (Continued)

Coordinated Shelter Intake Program (CSIP)					
Referral Summary	April 5, 2021 – June 30, 2021	July 1, 2021 – June 30, 2022	July 1, 2022 – June 30, 2023	July 1, 2023 – June 30, 2024	July 1, 2024 – June 30, 2025
Number of Shelter Referrals*	2,182	10,556	16,350	21,264	24,611
Number of Shelter Placements*	1,550	4,956	5,403	3,993	2,819

*\*Figures are not de-duplicated; a single person seeking shelter multiple times is counted each time.*

- April 2021 to June 30, 2025, CSIP received 74,963 referrals to shelter with 18,721 successful placements.



# Homelessness System Coordination & Navigation Program Model Transition

- The Homelessness Response Center program relocated due the planned redevelopment of the site at 1401 Imperial Ave. to create affordable rental housing units.
  - Operations at Imperial Avenue site concluded June 30, 2025.
- The City secured office space at the San Diego Central Library to continue operations of the Homelessness Response Center after June 30, 2025.
- The annual budget to operate the Homelessness Response Center for Fiscal Year 2026 was reduced.
  - Required City and SDHC leadership to determine the most effective way to use the limited funding and still offer similar services to persons experiencing homelessness.
- The new program location and the reduction in the operating budget presented a unique opportunity to reimagine the program model.



# Homelessness System Coordination & Navigation

## The Hub

- The Hub program model leverages existing, client-focused, citywide contracts, resources, and case management to centralize and streamline connecting clients to supports in the homelessness response system.
- The Hub staffing structure:
  - Four on-site navigator roles
  - Leverages over 13 staff from Downtown San Diego Partnership's client-focused programs, such as their street-based intervention team, client wellness program, workforce readiness program, and Family Reunification Program.
- Downtown San Diego Partnership Foundation has partnered with 2-1-1 San Diego to receive referrals for the Hub through 2-1-1's Community Information Exchange (CIE) database.
- The partnership with 2-1-1 expands reach across the City.



# Homelessness System Coordination & Navigation

## The Hub (Continued)

- How to access The Hub
  - Call 2-1-1 and ask for a referral to The Hub
  - Email [thehub@improvedtsd.org](mailto:thehub@improvedtsd.org)
  - Scheduling an in-person appointment through [https://calendly.com/dsdp\\_hub/new-meeting](https://calendly.com/dsdp_hub/new-meeting)
  - Visit The Hub office during walk-in hours (Monday – Saturday, 1 p.m. – 3 p.m.)
- The Hub’s on-site navigators connect the individual to the resource that best addresses the person’s needs.
- The Hub complements existing City resources that provide support with:
  - Housing applications and searches
  - Employment readiness
  - Basic needs support
  - Connections to the City’s Community Coordinated Access to Resource and Engagement (C.A.R.E.) events
  - Diversion financial assistance
  - Street-based outreach programs.
- From the launch of the Hub on July 16, 2025, through November 30, 2025, the Hub received 1,128 referrals through the Community Information Exchange.



# Homelessness System Coordination & Navigation

## The Hub (Continued)

- The Hub offers diversion funds and services to identify safe and immediate alternative housing options.
- Diversion services include issuing short-term financial assistance that targets barriers to housing, such as security deposits and first and last month's rent.
- The Hub's diversion assistance is modeled after SDHC's Diversion Program.
- Diversion is a cost-effective resource within the homelessness response system.

Intervention Type	Average Cost Annually
Diversion	\$5,431 per household
Shelter Bed	\$24,455 - \$26,280 per bed/unit
Rapid Rehousing (RRH)	\$25,040 per unit
Supportive Housing (PSH)	\$33,000 per unit



# Homelessness System Coordination & Navigation The Hub (Continued)

## Impact and Opportunity

- July 16 – November 30, 2025: The Hub has seen a total of 1,373 individuals in person during the “walk-in” window from 1 p.m. to 3 p.m. each day, Monday through Saturday.
- It is anticipated an increased number of individuals will access in-person services during walk-in hours as services become more well-known.
- Maintaining a physical location to provide services to individuals requiring direct engagement and ensuring those without access to technology can be served by the Hub under the new service model remain critical components of sustaining a client-centered system.



## Questions & Comments

