



COMMUNITY ACTION PLAN ON HOMELESSNESS

for the city of San Diego



Community Action Plan on Homelessness

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Action Plan Goals

A more effective system. A better client experience.



Improve Client Experience

Create a more streamlined, responsive and equitable system that is easier to navigate. Center the voices of persons with lived experience in service delivery design.



Data Driven Decisions

Strengthen system performance to end chronic homelessness and ensure homelessness is rare, brief and non-recurring.



Balance the System

Build a well-balanced infrastructure that prioritizes prevention efforts to reduce inflow and utilizes crisis response beds to maximize throughput.



Right-Size Supports

Tailor services to household needs providing right-sized supports to ensure those who can self-resolve have the tools to do so, while reserving longer-term interventions for those with the highest needs.

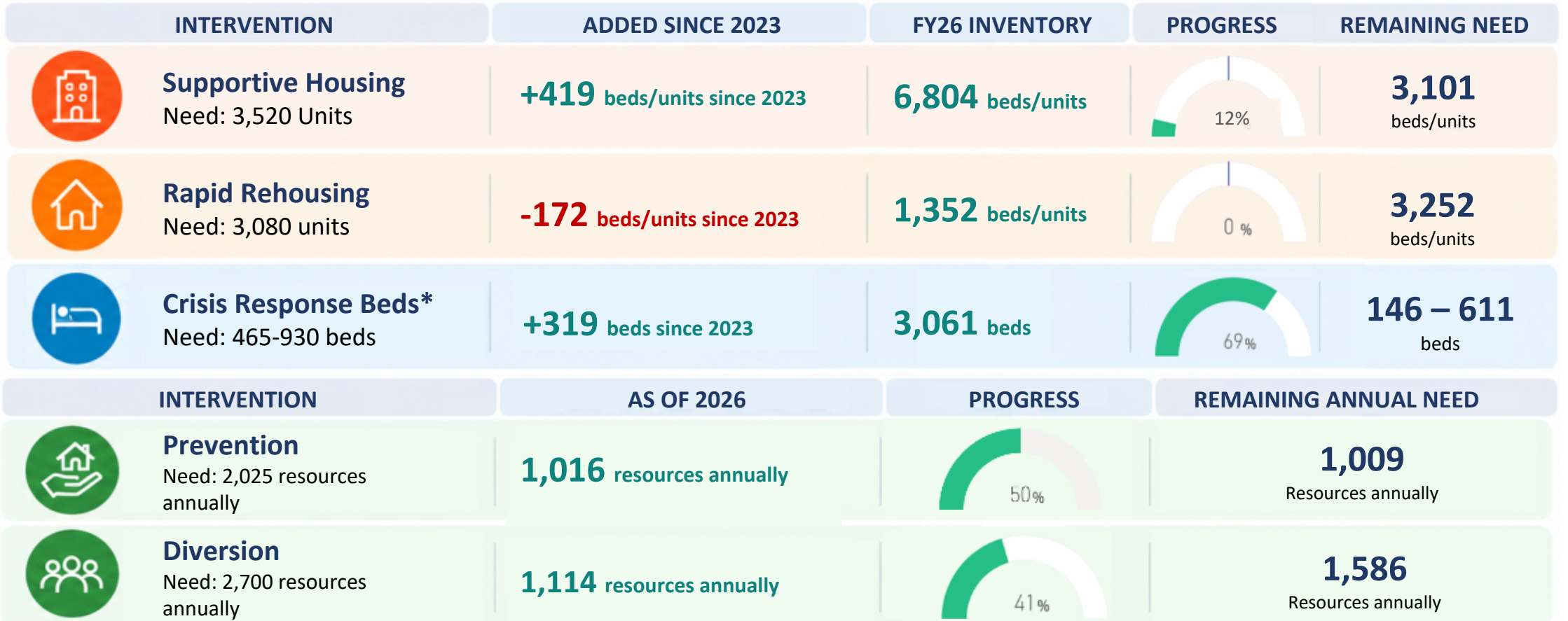


How do we know we are making progress?

We will look at data and outcomes that demonstrate our progress in meeting these goals

Progress Toward 2023 – 2029 Goals

What has been added since 2023 and what needs remain



*Crisis Response beds Added Since 2023 include Safe Sleeping and Safe Haven beds/units. These beds/units are also included in the Crisis Response Beds FY26 inventory.

Homelessness Response Capacity has Increased Since 2019

Inventory by Intervention, 2019-2026



Overall Capacity

+95%

5,924 in 2019 → 11,572 in 2026

Intervention	Inventory Comparison between 2019 and 2026		% CHANGE
 Supportive Housing	2019  3,229	2026  6,804	111%
 Rapid Rehousing	2019  877	2026  1,352	54%
 Crisis Response	2019  1,698	2026  3,061	80%
 Safe Parking	2019  120	2026  355	196%



Capacity has expanded across most interventions, with the largest inventory in Supportive Housing

Landscape Overview

A changing system. A growing need.



Change in Demand

Demand for services has increased over the past seven years, reflecting a greater need and ongoing system pressure.

This requires a more efficient and equitable system.



System Performance

We continue to improve system performance and expand impact.



More people served



Improved housing placements



Streamlined processes and partnerships



Outflow Data

There is an increase in successful housing placements in 2026 as compared to 2019, demonstrating a more efficient and improved system flow.

Change in Demand

Overall homelessness remains above 2019 levels



Persons Served

10,775
in 2019



14,769
in 2026



+37% since 2019

Overall homelessness
remains higher than the
2019 baseline.



Demand remains elevated, but who is experiencing homelessness is changing,
Requiring the system to continually adapt its resources and interventions.

System Performance

The homeless response system is more effectively housing people, though the time to resolve housing remains high.



Average Length of time Homeless

771

days in 2019



980

days in 2026

▲ **+27%** longer

The average length of time people experience homelessness has increased, indicating higher ongoing system pressure.



Returns to Homelessness

14.3%

in 2019



13.6%

in 2026

▼ **0.7%**

A slightly lower share of people are returning to homelessness, suggesting improved housing stability over time.



Exits to Permanent Housing

4,616

in 2019



6,279

in 2026

▲ **36%** more exits to permanent housing

More people are successfully exiting to permanent housing programs

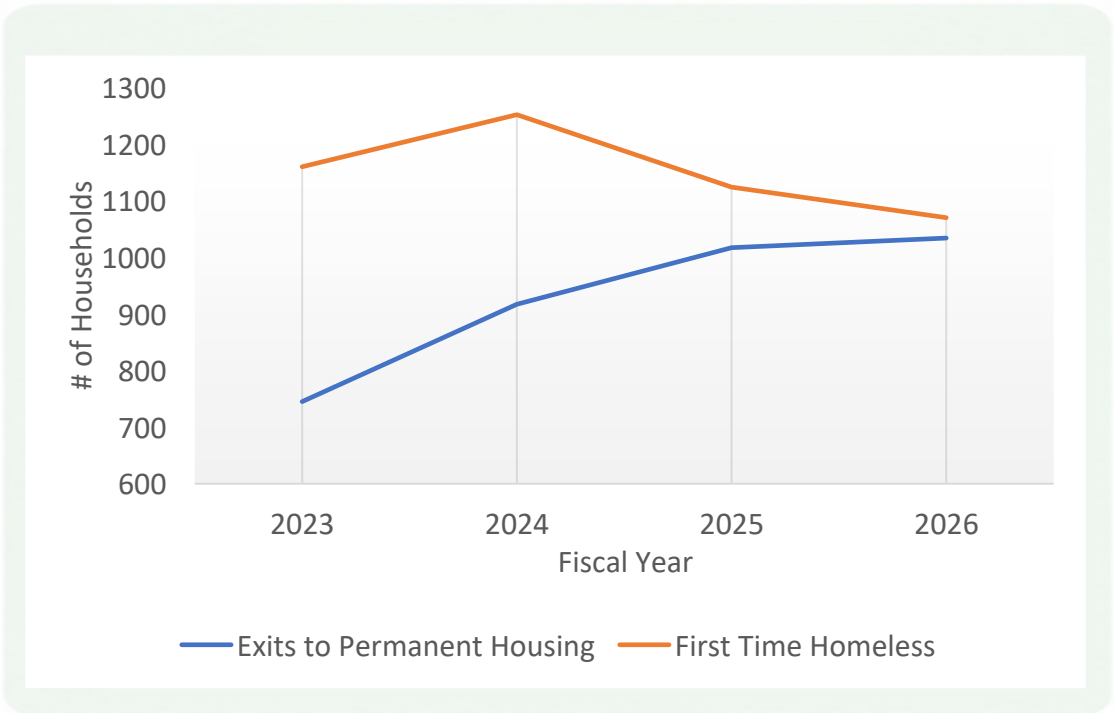


System Performance is improving overall, with more people exiting to permanent housing and fewer returns, though the time to resolve homelessness remains higher than 2019.

Outflow Data

The difference between First Time Homeless Households and the number of Households Housed has decreased year over year since FY24

Fiscal Year	Average Exits to Permanent Housing	Average First Time Homeless
2023	745 households	1160 households
2024	917 households	1252 households
2025	1034 households	1124 households
2026	1017 households	1017 households



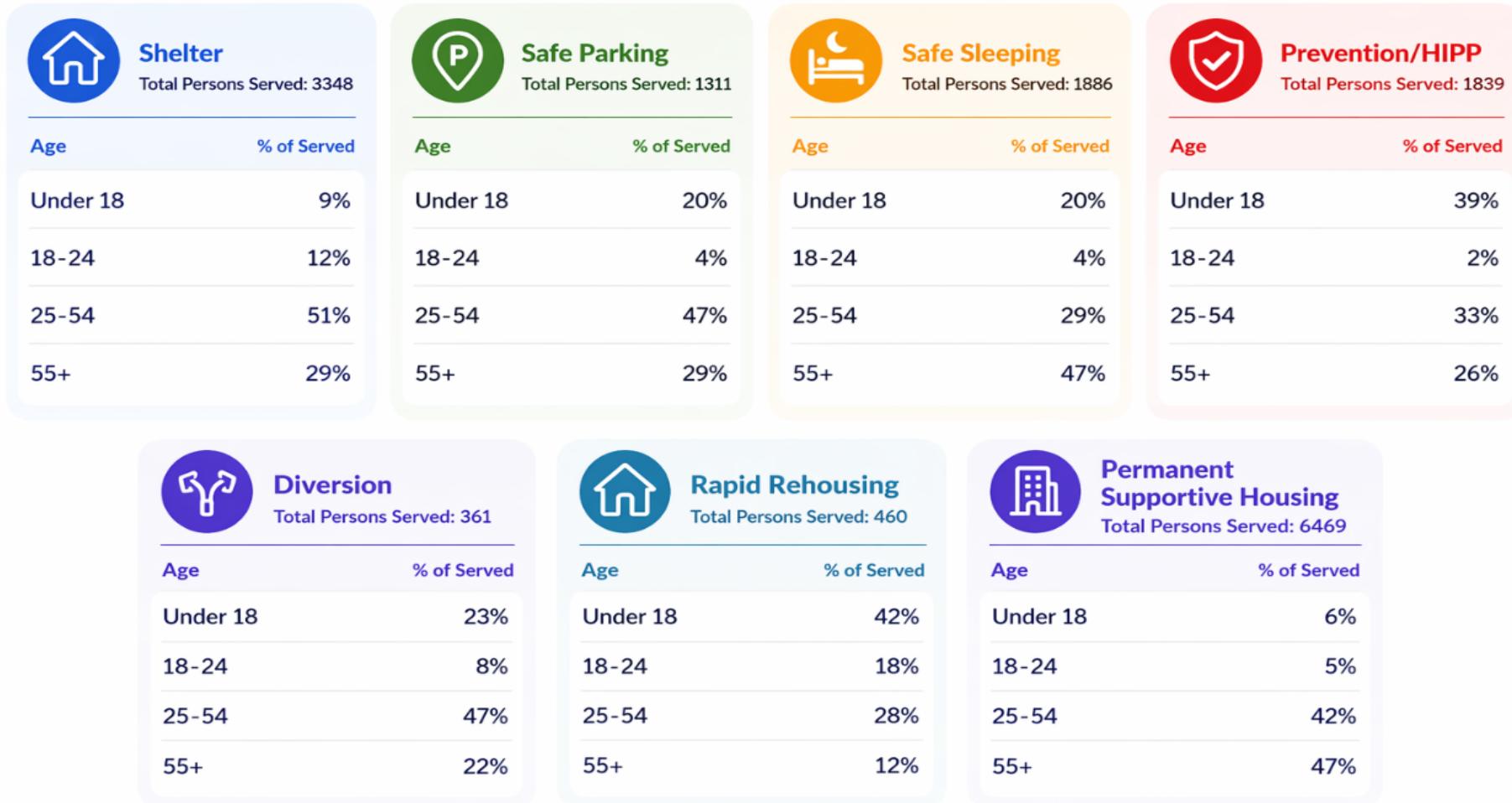
These measures represent separate system-level populations and should not be interpreted as the same individuals moving from homelessness to housing.

FY26 Demographics – Race/Ethnicity of Persons Served



*Other includes individuals identified as American Indian, Alaska Native, or Indigenous, Asian or Asian American, Middle Eastern or North African, Native Hawaiian or Pacific Islander, or Not Reported. This individual data is available on the RTFH & SDHC website dashboards

FY26 Demographics – Age of Persons Served



A More Strategic System

Sustaining impact in a changing funding environment



Stronger System

We are stronger today despite pressures on budgets and availability to invest in additional programming



Maximizing Resources

Working collaboratively with partners to leverage and maximize all available resources.



Invest with Purpose

Intentional investments based on data and return on investments to achieve the greatest impact.

What has changed?

Strengthening the system at every level.



System Level

Stronger infrastructure, better coordination.



Coordinated Shelter Intake Program Allow us to maximize resources and better understand shelter demand



Improved Data Integration and Tools

Supports Data-driven decision-making, transparency



Coordination and Collaboration Maximizes resources and allows better leveraging of full system of care



Universal Terms of Service & Appeals

Set standards of service and care for shelter system



Client Feedback Systems

Elevating client voice to drive improvements



Program Level

Expanded options. More targeted support.



Encampment Resolution Grants

State resources to support encampment resolution



Coordinated Outreach

More strategic and coordinated outreach efforts



Coordinated Shelter Intake Program

Streamlining entry process into shelters



Diversified Shelter Portfolio

Expanded options, including congregate & non-congregate settings, and more special population beds



Safe Sleeping

Introduction of Safe Sleeping options

Data Systems & Reporting

Better data. Greater transparency. More informed decisions.



CSIP

Allows us to standardize referral processes and better utilize limited resources



RTFH Dashboards

Enhanced dashboards and regular reporting to track system progress and inform system level decisions and investments.



SDHC Dashboards

Expanded reporting on outcomes to measure impact across City investments and inform policy and funding decisions.



System Navigation

Use data to improve care coordination, support, and strengthen case conferencing.



Greater Transparency

Increase visibility into data, results, and how resources are being used.

Strategy & Policy Shifts

New resources. Smarter strategies. A more targeted response



New State Funding

State introduced new funding for homelessness, allowing new investments and increased system capacity



Prevention & Diversion

Greater local investment in Prevention & Diversion strategies and upstream interventions



Targeted Populations

Diversifying programming to focus on special populations and their needs such as seniors, families, TAY, and first-time homelessness



Intentional Investments

Invest in solutions that support timely exits/diversion from homelessness; and investing in high impact solutions



Strategic Partnerships

Increased partnership with funders, philanthropy, and higher education leveraging data to demonstrate our impact.

Housing Instability Brief

Key insights from 211 calls in Calendar Year 2025



19,000

Calls to 2-1-1
for housing instability
in CY2025



84%

of callers needed help
within one week to avoid
losing their housing



211

callers experiencing
housing instability reached
out 3x as often as others



30%

increase in calls for
housing instability
compared to 2019



>90%

of callers seeking services
were not currently
experiencing homelessness



4x

more likely for callers to
identify as Black, have a
disability, or be receiving
Medi-Cal



50%

Of callers sought referrals for housing assistance, income support and employment services, or utility assistance.

Cost Considerations

Average cost per bed/unit/household with FY26 data



PREVENTION & DIVERSION

Investing earlier reduces homelessness



**Prevention
(SDHC)**

\$7,735

Per household



**HIPP
(SDHC)**

\$11,132

Per household
annually



Diversion

\$2,939 - \$3,269**

Per household



TEMPORARY HOUSING

Stabilizing households in the
short term



Crisis Response Beds

\$48-\$67 average

Per bed / per night

\$17,520- \$24,496

Per bed annually



PERMANENT HOUSING

Long-term stability with higher
upfront investment



Rapid Rehousing

\$17,721

Per household annually (operating costs)



Supportive Housing

\$22,801 to \$35,942

Range -avg. per household annually (housing
subsidy & services)

\$564,953

Per unit (capital costs)



Costs vary by intervention and reflect different roles in the homelessness response system. Early investments in Prevention & Diversion help reduce higher long-term costs.

**Costs for all interventions (other than Diversion) include supportive services and staffing.*

*** Amount provided for Diversion is a range between SDHC Diversion Program Costs & RTFH Rapid Resolution Program Costs. Costs do not include staffing*

System Priorities Moving Forward

Aligning resources across the entire system.



Next Steps...



Maintain existing crisis response resources



Scale up resources across need spectrum for seniors



Continue to increase investments in prevention and diversion resources



Advocate at statewide level for long term housing solutions and public health resources for counties. Advocate at Federal level for increased long term housing solutions including shallow subsidies for seniors.