

City of San Diego Community Action Plan on Homelessness

Update to the City Council
July 20, 2021

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City of San Diego
Chief of Homelessness Strategies & Housing Liaison

Lisa Jones

San Diego Housing Commission
Executive Vice President of Strategic Initiatives

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Regional Task Force on the Homeless
Chief Executive Officer

Implementing Structure 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
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

Implementing Structure Implementation Team

Implementation Team Members

City of San Diego	Chief of Homelessness Strategies & Housing Liaison	Keely Halsey
San Diego Housing Commission (SDHC)	Executive Vice President of Strategic Initiatives	Lisa Jones
Regional Task Force on the Homeless (RTFH)	Chief Executive Officer	Tamera Kohler
San Diego Housing Commission (SDHC)	Project Manager for the Community Action Plan	Nancy Sa

Policy Liaisons

San Diego Housing Commission (SDHC)	Vice President of Policy	Molly Chase
County of San Diego	Policy Advisor for Supervisor Nathan Fletcher	Sarah Dawe
Regional Task Force on the Homeless (RTFH)	Chief Operations Officer	Lahela Mattox

Goals Within
Reach
(3 Years)

1

Decrease unsheltered homelessness by 50%

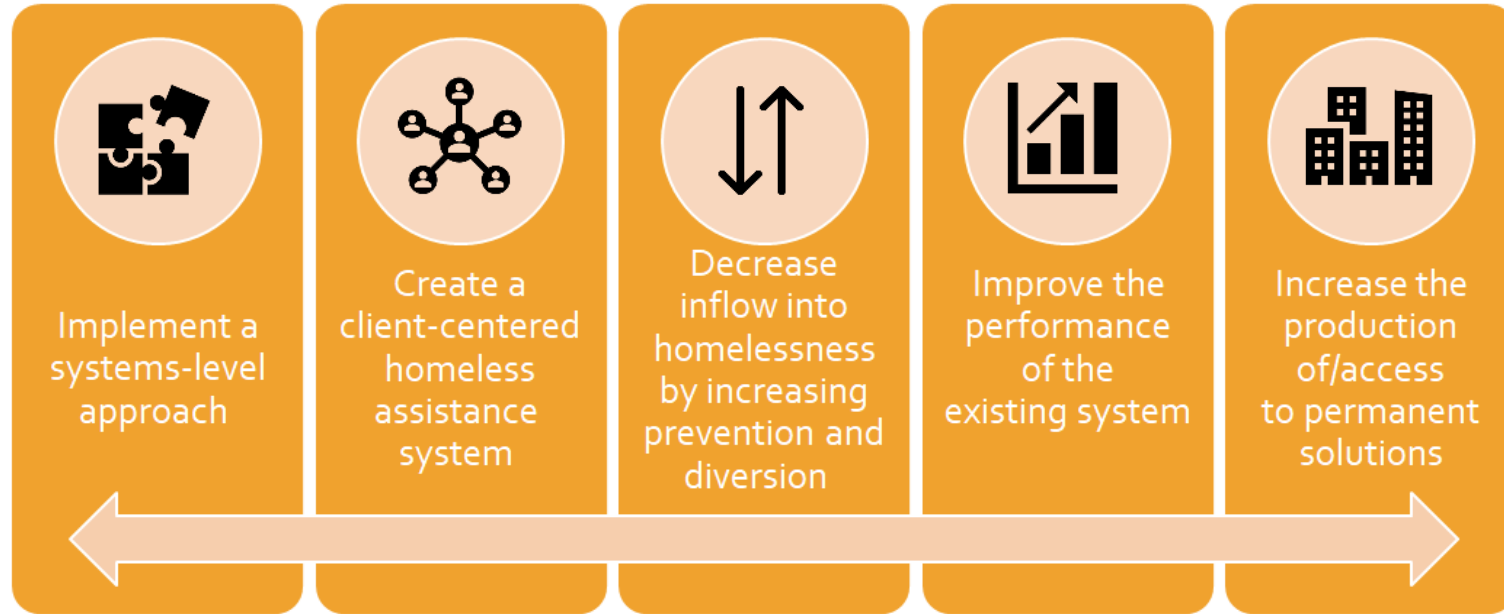
2

Finish the job of ending Veteran homelessness

3

Prevent and end youth homelessness

Foundational Strategies



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