Updated Need and Financial Modeling: Fall 2023

San Diego City Council Agenda Item #721

November 14, 2023

Updated Need and Financial Modeling
Leadership Council

Leadership Council		
City of San Diego	Mayor	Mayor Todd Gloria
San Diego City Council	Council President	Council President Sean Elo-Rivera
County of San Diego	Chair, County Board of Supervisors	Supervisor Nora Vargas
San Diego Housing Commission	Interim President and Chief Executive Officer	Jeff Davis
Regional Task Force on Homelessness	Chief Executive Officer	Tamera Kohler
Philanthropic Organization	Lucky Duck Foundation	Peter Seidler
Individual with Lived Experience	Lived Experience Advisors	John Brady
Business Representative	Sempra	Mitch Mitchell

Updated Need and Financial Modeling
Implementation Team

Implementation Team		
San Diego Housing Commission	Executive Vice President of Strategic Initiatives	Lisa Jones
City of San Diego	Director, Homelessness Strategies and Solutions	Sarah Jarman
Regional Task Force on Homelessness	Chief Operations Officer	Lahela Mattox
San Diego Housing Commission	Project Manager for the Community Action Plan	Nancy Sa

Updated Need and Financial Modeling
Introduction

- CSH worked with the Implementation Team and committee partners to update need and financial projections for the 2019 Community Action Plan.

- Outline the total need for short-term interventions and permanent housing options.

- Process
  - Reviewed available 2022 and 2023 data on persons who are currently homeless and persons who are newly entering the homeless system
  - Tested and updated assumptions used in the 2019 plan
  - Present draft data and final recommendations report to inform the Community Action Plan targets

Updated Need and Financial Modeling
Key Data Points

- City of San Diego (City) and San Diego Housing Commission (SDHC) have doubled number of available crisis response and housing options.

- Approximately 15,000 people per year have received assistance since 2019.

- More people are experiencing homelessness.

- Prevention need is increasing.

Updated Need and Financial Modeling
Key Data Points (Continued)

Approximately 15,000 people per year have received assistance through City- and SDHC-funded programs since 2019.

11,893 have moved to permanent housing.

Regional Task Force on Homelessness (RTFH) data showed that since the creation of the plan, over 74,260 people have received support through City, County, and Continuum of Care-funded services in shelter or housing.

The City has taken significant steps since 2019 to create new interventions, provide shelter, and connect people who are experiencing homelessness to housing.
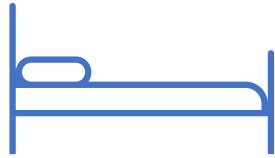
+900 shelter beds

+650 rapid rehousing beds

+3,850 supportive housing beds

(Sources: 2019 and 2023 RTFH Housing Inventory Charts)

Updated Need and Financial Modeling
City: Available Beds 2019 v. 2023

	2019	2023	Change from 2019 to 2023	Percent Change
Emergency Shelter	1,639	2,545	+906	+55%
Transitional Housing	1,107	945	-162	-15%
Safe Haven	59	61	+2	+3%
Rapid Rehousing	877	1,524	+647	+74%
Permanent Supportive Housing	2,599	6,457	+3,858	+148%
Other Permanent Housing	630	2,109	+1,479	+234%
TOTAL	**6,911**	**13,641**	**6,730**	

	2019	2023	Change from 2019 to 2023	Percent Change
Safe Camping*	--	136	+136	
Safe Parking*	120	233	+113	+94%
TOTAL	**120**	**369**	**249**	

*Individuals utilizing Safe Camping and Safe Parking are counted as Unsheltered in the Homeless Management Information System. Those interventions are not counted as beds in the Housing Inventory Count. As such, the total interventions are listed here but are not counted toward the percentage of total beds.

Updated Need and Financial Modeling
Progress Toward Action Plan Goals

	Total Need	# of Units/Beds Added	% of Goal Met
Supportive Housing Developed	2,802	1,540	+55%
Supportive Housing Leased in Private Rental Market	701	969	+138%
Crisis Response - Shelter	350-500	906	+181%
TOTAL	4,003	3,415	+85%

The number of supportive housing units added is based on information from programs SDHC or the City of San Diego directly oversees. Crisis response shelter beds information is from the Homeless Inventory Count.

Updated Need and Financial Modeling
2019 – 2023 Changes

- **Increasing number of persons experiencing homelessness overall**
  - Higher unsheltered and sheltered homelessness
  - More people are considered chronically homeless
  - People are staying longer in shelter

- **Increasing need for prevention resources**
  - More people accessing system as newly homeless or homeless for the first time

Modeling the Need

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

Updated Need and Financial Modeling
Interventions Needed by Household

Currently unsheltered or sheltered in homelessness system

- 10% may resolve their homelessness with crisis response options only
- 12% may resolve their homelessness with diversion resources
- 78% need access to a permanent housing resource, including rapid rehousing or supportive housing

New to homelessness system

- 40% may resolve their homelessness with shelter + diversion resource
- 33% may resolve their homelessness with prevention resources
- 27% need more intensive housing resource (RRH, SH)

Assumptions are based on the data available for persons who have engaged in the system at some point in the past two years.

Updated Need and Financial Modeling
Cost Assumptions

Prevention & Diversion

$15,000 Average per household for arrears
+ rent assistance package

Shelter

$84/night or approximately $30,000/year

About $10,000 per bed stay

Rapid Rehousing

24 months of rent assistance and services; approximately $25,000 per year

Supportive Housing

$513,392 capital/unit

Approximately $34,000 for operating and services/year

Model includes a 5% cost escalator per year, increasing the average costs annually.

Next Steps

- **Community Engagement and Feedback Sessions**
  - Present updated analysis to community groups
  - Engage and receive feedback on short term goals and phase 2 analysis

- **Phase 2 Analysis with CSH**
  - Deep dive analysis on ways to enhance/strengthen performance of the homelessness assistance system
  - Deep dive with community groups to update short term goals

Questions & Comments