



SAN DIEGO  
HOUSING  
COMMISSION

## REPORT TO LAND USE & HOUSING

**DATE ISSUED:** April 26, 2012

**REPORT NO:** LUH12-005

**ATTENTION:** Chair and Members of the Land Use & Housing Committee  
For the Agenda of May 11, 2012

**SUBJECT:** Workshop & Discussion - Solutions to Homelessness: The Role of the Continuum  
of Care and SDHC Past, Present and Future

Staff of the Housing Innovations Department will present a workshop at the City's June 13, 2012 Land Use & Housing Committee meeting. The presentation is intended to provide the Committee members with a broad understanding of the Regional Continuum of Care Council and its role past, present and future in the funding and delivery of housing and services to the homeless in our community. The presentation will describe the role the Housing Commission has played in this Continuum and discuss changes on the horizon that could impact the Commission's role. In addition, the presentation will provide the Committee members with an overview of the types of homeless programs the Housing Innovations Department has supported in the past and the new initiatives planned for Fiscal Year 2013. Finally, the presentation will highlight parts of the 2013 plan staff view as essential to achieving our objectives of solving homelessness for individuals and lessening the impact of homelessness on our community.

Respectfully submitted,

Mathew Packard  
Vice President  
Housing Innovations Department

Approved,

Richard C. Gentry  
President & Chief Executive Officer  
San Diego Housing Commission

Hard copies are available for review during business hours in the main lobby of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials on the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org).



SAN DIEGO  
HOUSING  
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# San Diego Housing Commission Solutions to Homelessness Report to Land Use and Housing

## The Role of the Regional Continuum of Care & San Diego Housing Commission: Past, Present & Future

Mathew Packard  
Vice President  
Housing Innovations Department  
June 13, 2012



# “We’re About People” Solutions to Homelessness

## Agenda

- Homeless Services
  - Historical Perspective
    - Creation of the Continuum of Care (CoC)
    - Annual U.S. Dept of Housing & Urban Development (HUD) Funding
    - City/ County Merge
    - Outcomes – Impact
- Current Structure
- HEARTH Act Impact
- Role of San Diego Housing Commission (SDHC) (Past and Future)
  - What SDHC supported in the past
  - What will be new in FY 2013
  - Part of the Solution FY 2013



*Homelessness in Downtown San Diego*



# “We’re About People” Solutions to Homelessness

## Historical Perspective

- HUD Funding & Creation of the Regional Continuum of Care Council (RCCC)
  - City of San Diego
  - County of San Diego
- Annual HUD Funding 2013
  - Total Funding for City and County: **\$15,757,584**
  - **60% / 40%** City - County Split



*Pathfinders of San Diego is a recovery program for homeless men recovering from substance abuse and mental illness*



# “We’re About People” Solutions to Homelessness

## HUD Funding

- Projects
  - 42 Supportive Housing Program (SHP) Renewal Projects (County 25 – City 17)
  - 24 Shelter Plus Care Renewal Projects (County 11 – City 13)
  - Bonus Projects
- Beds
  - County - 1251
  - City - 1567
- Estimated Cost Per Bed
  - Annual - **\$5,619**
  - Per Night - **\$15.60**



*Veterans Village of San Diego  
The region’s largest provider of housing  
and social services for homeless veterans  
SDHC \$8.7 Million Investment Partner*



# “We’re About People” Solutions to Homelessness

## RCCC: Outcomes-Impact

- Of the 2,850 adults exiting programs, how many achieved stability in permanent & permanent supportive housing 6 months or more?
  - National goal = **77%**
  - Achieved = **88 %**
- % of persons moving from transitional to permanent
  - National goal = **59%**
  - Achieved = **51%**

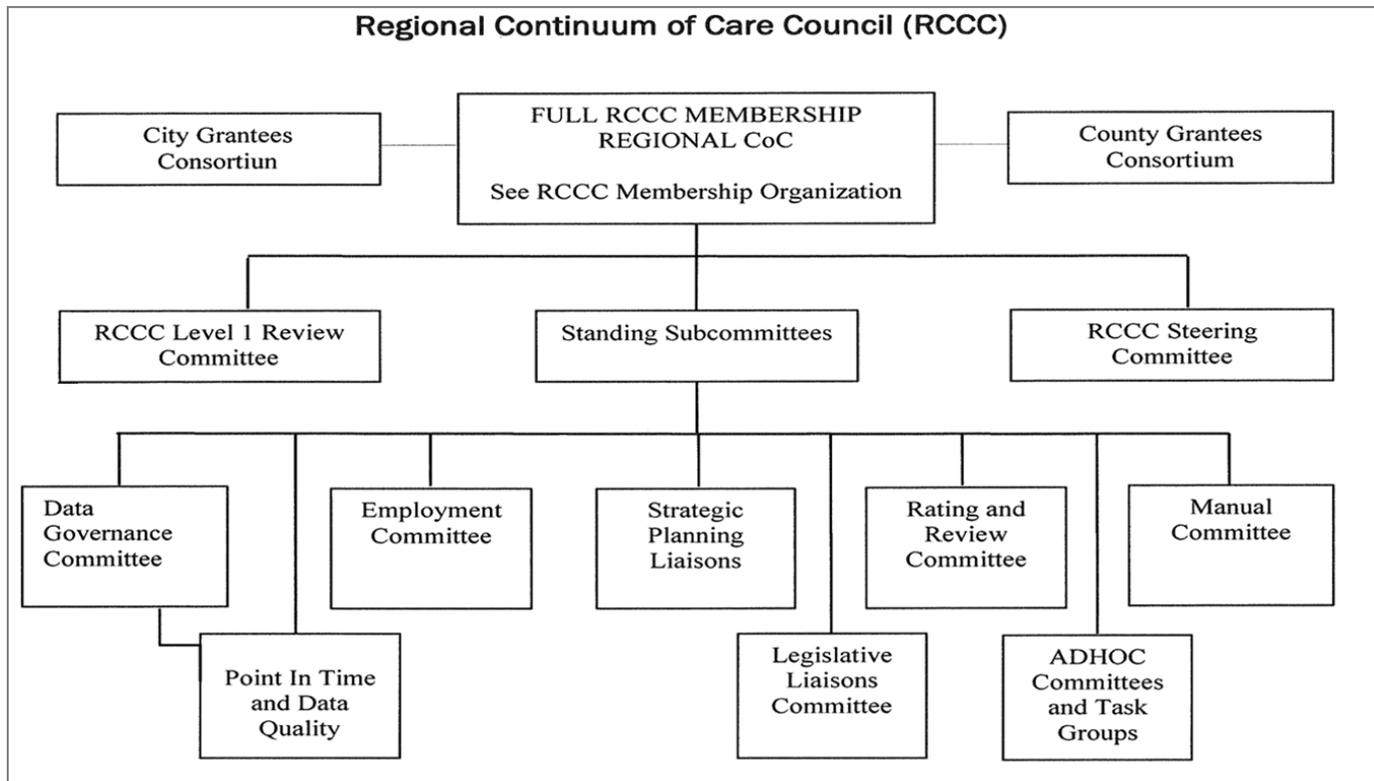


*Former City Winter Shelter residents received housing up to 1 year through the Homelessness Prevention and Rapid Re-Housing Federal Program, administered by SDHC  
May 12, 2011*



# “We’re About People” Solutions to Homelessness

## Current Structure



# “We’re About People” Solutions to Homelessness

## HEARTH Act Impact

- What HUD Wants
  - Collaborative Applicant
  - Unified Funding Agent
- Administrative Fees
- What role could SDHC play?



*SDHC Commissioners Sam Guillen and Roberta Spoon and SDHC Vice President of Housing Innovations Department Mathew Packard toured the City of San Diego's Emergency Winter Shelter for homeless adults SDHC Administers City's Contract December 16, 2011*



# SDHC

## Housing Innovations Department/Team (HIT) Plan FY 2013



*City of San Diego  
Homelessness in Downtown San Diego*



# “We’re About People” Solutions to Homelessness

## SDHC Continued Support...

- City’s Winter Shelter Program– Veterans
- City’s Cortez Family Shelter
- City’s Neil Good Day Center
- Shelter Plus Care
- Project Homeless Connect
- Tenant Based Rental Assistance
- Connections Housing Downtown



*Project Homeless Connect, One-day resource fair for homeless San Diegans  
350-plus haircuts provided by volunteers  
January 11, 2012*

*Major SDHC Partners: Family Health Centers of San Diego, St. Vincent de Paul Village, and The Interfaith Shelter Network*



# “We’re About People” Solutions to Homelessness

## SDHC- New in FY 2013

- Sponsor Based Housing Voucher Federal Program
- Senior Transitional Housing
- Parker Kier – Permanent Supportive Housing
- Storage Check In Center – Explore future funding options
- Retool Shelter Plus Care for maximum use of funding



*SDHC Parker-Kier Apartments, 34 Units*



# “We’re About People” Solutions to Homelessness

## SDHC- New in FY 2013

- Explore RFP for Winter Shelter and Neil Good Day Center (NGDC) operations
- Explore opportunities for capital improvement at NGDC facility
- Continue close working relationship among HIT, Rental Assistance Department and Real Estate Department to ensure efforts are complimentary and enhance effectiveness



*Neil Good Day Center  
SDHC Administers City's Contract*



# SDHC

## Being part of the Solution



*Veterans Emergency Winter Shelter  
SDHC Administers City's Contract  
Opened December 7, 2011 – April 5, 2012*



# “We’re About People” Solutions to Homelessness

## SDHC Community Outreach & Engagement

- Downtown San Diego Partnership
  - Membership, homeless sub-committee membership
  - Board Membership (President & CEO)
- East Village Association
- Leadership Team of the 5 Year Plan Toward the Ending Homelessness Downtown
- PTECH/Home Again
  - Board Membership (President & CEO)
  - Member of Executive Committee (President & CEO)
- Creation of a SDHC Homeless Advisory Committee
- SDPD – HOT Team



*National Registry Week  
Downtown survey of homeless San Diegans  
September 19 – 24, 2010*



# “We’re About People” Solutions to Homelessness

## SDHC Community Outreach & Engagement

- County of San Diego
  - Ensuring efforts are complimentary & when possible leverage efforts and resources
- Expand efforts to identify and capitalize on best practices and successful efforts in other communities
- Member of Steering Committee of the Community Information Exchange
- Member of Homeless Working Group of San Diego Grantmakers
- Neighborhood Advisory Board of the Connections Housing program



*Connections Housing Downtown  
One-Stop Homeless Service Center  
Opening December 2012  
SDHC Partnership*



# “We’re About People” Solutions to Homelessness

## **SDHC Role in the CoC**

- Retain Seat on Steering Committee
- Play leadership role in compiling the HUD SHP renewal application
- Continue to work with RCCC as it transitions to HEARTH and determines future of RCCC as Collaborative Applicant/Unified Funding Agency



# “We’re About People” Solutions to Homelessness

## SDHC Viewed as a Partner – Provider Outreach

- Regular Meetings with Downtown Providers
- Membership of RCCC Steering Committee
- Conduct program design input meetings
- Provider representation on the SDHC Homeless Advisory Committee



*Downtown Partnership, Registry Week, 1<sup>st</sup> Anniversary  
News Conference, October 17, 2011  
Richard C. Gentry, President & CEO  
San Diego Housing Commission*



# “We’re About People” Solutions to Homelessness

## SDHC Return on Investment or Outcomes vs. Outputs

- Going *beyond* an **output-focused** approach:
  - the number of homeless served
  - number of showers
  - number of vouchers, etc.
- To an **outcome-focused** approach:
  - number of formerly homeless placed in housing
  - stability in permanent housing
  - increased income and employment
  - quality of life issues such as physical and mental health



*Downtown Registry Week  
September 19 – 24, 2010*



# “We’re About People” Solutions to Homelessness

## **SDHC Return on Investment or Outcomes vs. Outputs**

- Incorporate consistent outcome focused objectives in SDHC and HIT contracts
- Work with:
  - Providers
  - Downtown San Diego Partnership
  - San Diego Police Department
  - Office of the San Diego City Attorney
  - Other stakeholders to insure an increased investment into housing and services is resulting in reduced number of homeless downtown

