



MAKING IT HOME

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September 14, 2015

Maria Velasquez  
Senior Vice President Communications & Legislative Affairs  
San Diego Housing Commission  
1122 Broadway, Suite 500  
San Diego, CA 92101

**Re: Connections Housing Follow-up Response to San Diego County Grand Jury Report Entitled "Give Me Shelter"; An Inquiry Into the First Year of Operations of Connections Housing**

Dear Ms. Velasquez:

Thank you for the opportunity to respond to the pending recommendations from San Diego County's Grand Jury Report. This letter shall serve as our official response.

Connections Housing provided the original satisfactory response to the grand jury inquiry September 2014. There were four responses that had not been fully implemented at time of submission and require additional follow-up.

The four items have been successfully addressed at Connections Housing and the responses are outlined below.

### **RECOMMENDATIONS**

**Recommendation 14-86:** *Make the Connections Housing budget more transparent by clearly defining all categories.*

**Response: The recommendation has been implemented.**

Connections Housing is a collaborative, involving multiple partner agencies. PATH has simplified its budget for Connections Housing (see attached), which contains defined categories. The entire Connections project includes multiple individually operated entities which have their own distinct operating budgets. PATH does not have access to partner operating budgets and therefore cannot include them in our overall budget. The attached details PATH's operating budget.

**Recommendation 14-89:** *Expand the breakfast hours from 7 a.m. to 9 a.m. to allow more people access to the most important meal of the day.*

**Response: The recommendation has been implemented.**

Breakfast hours have been expanded. Observational data demonstrates residents prefer to access breakfast early each day. Breakfast hours are from 6:00 AM to 8:00 AM daily. Those with special accommodations, i.e. mobility or health issues, are invited to arrive first, if desired. Earlier hours allow residents the opportunity to easily access the most important meal of the day before departing to their jobs, appointments, classes, etc.

**Recommendation 14-91:** *Provide an allocation for food in future budgets.*

**Response: The recommendation has been implemented.**

Food has been allocated in the budget. PATH receives almost all of its food from donations. Through partnership with Urban Angels (UA) and multiple community resources, PATH obtains a variety of healthy and plentiful foods to support both the breakfast and dinner services. Food services is offered on-site daily to the 150 residents housed in the Interim Housing Program at Connections. Heaven's Window has become an important partner and provides fresh produce (often organic) every Monday and every other Wednesday. Due to the nature of the donations, the attached budget includes a line item which reflects the in-kind donations received for food.

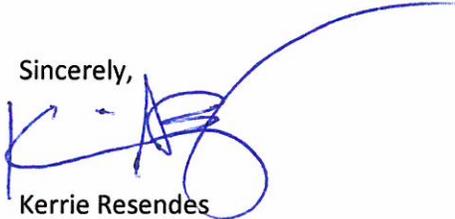
**Recommendation 14-95:** *Arrange to have the community room open some nights and weekends.*

**Response: The recommendation has been implemented.**

The community room remains open from 8:00 AM – 5:00 PM daily. Extended hours are every Tuesday and Thursday until 9:00 PM. In addition, it is open every other Saturday from 8:00 AM – noon, when PATH hosts a Coffee Talk group. Finally, Solari Enterprise Inc. (on-site property manager), also has a community computer room that has extended hours from 6:00 AM to 10:00 PM daily.

PATH appreciates the opportunity to demonstrate that recommendations have been implemented. We welcome any questions you may have.

Sincerely,



Kerrie Resendes  
Managing Director  
PATH San Diego

<b>PATH - San Diego</b>		9/13/2015
<b>Connections Housing</b>		
<b>FY 2016 BUDGET (7/1/15 to 6/30/16)</b>		
<b>LINE ITEM</b>	<b>TOTAL</b>	
<b>Source</b>	<b>Amount</b>	
<b>Revenue</b>		
Grant Revenue - Government	2,044,751	
Grant Revenue - Subcontracts	715,210	
Co-Operator Contributions	417,000	
In-Kind Donations (food)	205,000	
Earned Income (rent and fee for service contracts)	175,000	
Private/Foundation/Corporate Support	300,000	
<b>TOTAL REVENUE:</b>	<b>\$3,856,961</b>	
<b>Personnel</b>		
Salaries & Benefits	1,889,906	
<b>Total Personnel:</b>	<b>\$1,889,906</b>	
<b>Program Expenses, non-Personnel</b>		
Direct Client Assistance	644,300	
Insurance	20,175	
Interim Housing Operating Expenses (supplies, linens, food, etc.)	390,500	
Office Expenses	35,090	
Staff Training and Development	4,500	
Building Repairs and Maintenance	93,696	
Security	175,000	
Subcontractor - Interim Housing (Alpha Project)	350,000	
Utilities	150,000	
Telephone	13,615	
IT and Network Services	9,350	
Travel and Mileage	15,800	
Staff Parking	25,000	
<b>Total Program Expenses, non-Personnel:</b>	<b>\$1,927,026</b>	
<b>TOTAL EXPENSES:</b>	<b>\$3,816,932</b>	
<b>Excess (Deficit) Revenue over Expenditures</b>	<b>\$40,029</b>	



# Connections Housing Downtown San Diego

San Diego's One-Stop Housing and  
Services Center



Two-Year Progress Report  
March 2013- March 2015

# Connections Housing Progress Report

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## **Executive Summary**

Connections Housing Downtown (Connections Housing) is a City-sponsored, year-round one-stop homeless housing and service facility with an on-site health center. It provides 73 individuals with permanent studios and 150 individuals with interim housing, including 16 special needs units. A variety of services and programs are offered at Connections Housing through the on-site PATH Multi-Service Depot.

On October 5, 2010, the San Diego City Council (City) approved the development proposal from co-developers Affirmed Housing Group and PATH Ventures. This proposal was recommended by a citizens committee overseen by the San Diego Housing Commission (SDHC) and the Centre City Development Corporation (now Civic San Diego) at the request of the City.

The \$38 million rehabilitation project, located at 1250 Sixth Avenue, held its grand opening on March 11, 2013. It has become a national model in which other cities are looking to replicate.

The following Progress Report highlights the successes of Connections Housing, including individuals housed, services provided, expanded partnerships, as well as 2015 operations.

### **REPORT HIGHLIGHTS**

#### **Housing:**

- Placed 651 individuals into permanent or longer-term housing.
- Eight (8) distinct housing programs are offered on-site:
  - o Permanent Supportive Housing (73 studio units with 73 federal housing vouchers);
  - o Interim Housing (134 beds);
    - Recuperative Care (5 beds included in the Interim Housing Program);
    - Integrated Outreach Team/Emergency Shelter Program (4 beds);
  - o Special Needs Housing (16 units);
  - o Rapid Re-Housing Program (40 households assisted);
  - o Sponsor-Based Housing Voucher Program (35 vouchers); and
  - o Supportive Services for Veteran Families Program (180 households assisted).

#### **Supportive Services:**

- Employment
  - o 307 individuals secured full-time employment through support from employment specialists and services offered in the PATH Multi-Service Depot Career Center.
- Health
  - o 26,965 visits to the on-site health center, providing comprehensive primary care, medical and mental health services.
- Depot
  - o 34,514 visits by residents to the PATH Multi-Service Depot.

**Outreach:**

- 70 percent reduction in street homelessness in the surrounding neighborhood (Spring 2010 count of 246, reduced to March 2015 count of 84);
- 997 interim housing placements by PATH's outreach team; and
- 5,128 total encounters with homeless individuals through engagement on the streets.

**Community Collaboration:**

- Developed a network of more than 80 businesses and key community stakeholders who volunteer, donate and provide needed services;
- Partnerships with more than 25 on-site service providers and more than 35 off-site partners, with services ranging from employment and case management to mental health counseling and legal support; and
- Regular meetings with the Neighborhood Advisory Committee, representing more than 15 local businesses, Downtown San Diego residents, City of San Diego staff and partners.

Connections Housing founding partners include:



## **HOUSING**

Connections Housing has provided housing with supportive services to more than 1,200 unduplicated individuals experiencing homelessness in downtown San Diego.

In addition, 651 homeless adults are now in permanent or longer-term housing.

### **Permanent Supportive Housing Program:**

The 73 on-site permanent units at Connections Housing include support services and case management. Each studio apartment is subsidized by a federal rental housing voucher, awarded by SDHC through the U.S. Department of Housing and Urban Development. Individuals pay up to 30 percent of their income toward rent.

Once individuals have stabilized their lives and are prepared to leave Connections Housing, they have the opportunity to obtain a federal housing voucher for their off-site housing needs.

A total of 93 individuals have resided in the permanent units since the opening of Connections Housing.

While housing is critical, so are the needed services to ensure that individuals have the tools to maintain housing, increase their quality of life and reintegrate into the community.

### *Highlights:*

- Case management support provided to all 73 tenants through two resident service coordinators;
- Tenants formed a Tenant Advisory Board (TAB), along with sub-committees focused on health and wellness, education and “good neighbor” policies;
- Launched a rooftop garden for tenants to learn about gardening as well as experience its therapeutic benefits while also growing their own produce;
- Formation of a tenant walking club; and
- Monthly newsletters produced by the TAB and distributed to tenants, highlighting building happenings, tenant activities/calendars, resources in the community, as well as tenant highlights and features

There is a sense of community among the residents of Connections Housing, from drafting monthly newsletters, to participating in potlucks and gardening teams, individuals are advocating for each other, strengthening their ability to maintain housing long-term.

### **Interim Housing Program:**

The 134-bed Interim Housing Program is operated in partnership by PATH and Alpha Project for the Homeless (Alpha Project) through a contract administered by SDHC on behalf of the City. The agreement also requires that SDHC is provided with monthly reports on the status of this program. These reports include:

- Information on the number of homeless individuals in the Interim Housing Program, demographic characteristics and services provided;
- Street outreach activities; and

- Program outcomes.

The goal of this housing program is to move residents from homelessness into permanent housing as quickly as possible. The program also helps individuals access community resources and supportive services, which will assist them in gaining the stability they need to transition into permanent housing. Each resident is offered individualized case management, which includes:

- Securing and/or increasing income;
- Securing longer-term or permanent housing; and
- Accessing services provided by on-site community partners, as well as off-site agencies

*Highlights:*

- 997 homeless individuals entered the Interim Housing Program at Connections Housing from March 2013 to March 2015;
- Of those who successfully exited the program, 500 (50%) moved into permanent or longer-term housing;
- 95,996 bed nights were provided by the Interim Housing Program;
- The average bed occupancy is 94 percent. The rates vary depending on the transition period of individuals entering and exiting the program. Additionally, beds are sometimes held open for one to two days in order to guarantee available beds for street outreach and law enforcement initiatives; and
- Welcome Home Kits are provided to residents who successfully transition out of the Interim Housing Program at Connections Housing, and into permanent or longer-term housing.

Program	Community Development Block Grants	Emergency Solutions Grants	2015 City General Fund	SDHC Local Funds
<b>Connections Housing – Interim Housing Program</b>	\$276,000	\$95,338	\$277,500	\$40,000

**Recuperative Care Program:**

In partnership with Care1st Health Plan, a Medi-Cal Managed Care plan, PATH launched a Recuperative Care Program on November 1, 2014. Five beds, from the Interim Housing Program, are dedicated for residents transitioning out of hospitals and managed care facilities.

The average stay for residents in the recuperative program is 30 days, with patient referrals from physicians at Care1st. This program helps alleviate the burden the healthcare system is currently facing by reducing the frequency of visits.

**Highlights:**

- 12 homeless individuals entered the program; and
- One (1) moved into permanent housing

**Integrated Outreach Team/Temporary Shelter Program:**

PATH, in collaboration with Downtown San Diego Partnership, San Diego Police Department Neighborhood Resource Team (NRT) and San Diego Police Department Homeless Outreach Team (HOT), developed the Temporary Housing Program in February 2015 to help transition people off the streets and into transitional and permanent housing. Clients who participate in the program utilize emergency cots with the understanding that it is for one night. PATH case managers conduct follow-up meetings to develop strategies to help end their homelessness. During their 24-hour stay, clients are able to utilize light services and are connected to referrals and community resources. Filling all four emergency beds are not a requirement of this program.

**Special Needs Permanent Supportive Housing Program:**

The 16 Special Needs units at Connections Housing provide residents with stable housing, while receiving services for medical and other health care needs. These units are provided to homeless adults with a verified disability. Typically, residents experience multiple medical issues, such as Neuropathy, Chronic Fatigue Syndrome, HIV/AIDS, as well as co-occurring mental health and substance abuse issues that require a high level of case management and medical care. These units are supported with federal rental assistance housing vouchers awarded by SDHC.

*Highlights:*

- Special Needs housing was provided to 30 individuals;
- 11 individuals exited to permanent or longer-term supportive housing;
- 95 percent of residents maintained consistent health care with their primary care provider;
- Residents created a Community Advisory Board (CAB); and
- Two Masters in Social Work (MSW) interns work closely with PATH's care navigator staff members to engage and develop relationships with residents.

**Rapid Re-Housing Program:**

It is estimated by the Downtown Coordinated Assessment and Housing Placement (CAHP) system that nearly 1,671 homeless individuals in Downtown San Diego are in need of rapid rehousing. In light of this, PATH launched a Rapid Re-Housing Program in April 2014, with the goal of assisting 40 individuals with housing. The federal Rapid Re-Housing Program provides short-term, immediate financial assistance such as utility payments and moving costs, as well as case management and credit counseling.

On average, financial and supportive services are provided to households for approximately six months. Funds for the Rapid-Rehousing program are awarded through the federal program called Emergency Solutions Grants (\$75,000), which is administered by the City.

*Highlights:*

- 18 individuals moved into permanent housing

**Sponsor-Based Rental Assistance Housing Voucher Program:**

PATH launched the program in September 2014. The goal is to help 35 individuals who have mental health needs find a place to live by the end of June 2015. The success of the program is also dependent on PATH staff building relationships with landlords to find housing, assisting with placement and housing inspections, and providing case management and move-in kits. SDHC awarded 35 housing vouchers to San Diego County Behavioral Health Services, which will provide supportive services to individuals who are ready to leave Connections Housing and find a home of their own. Connections Housing residents are included in the entire process.

*Highlights:*

- PATH has completed 207 mental health screenings to determine program eligibility;
- 12 residents moved into permanent housing with federal rental housing assistance from SDHC and case management provided by Mental Health Systems, Inc.; and
- 28 individuals are approved to move into their new homes

**Supportive Services for Veteran Families (SSVF):**

PATH's collaboration with Interfaith Community Services, a San Diego nonprofit organization, assists more than 180 low-income Veterans and their families with rental assistance and supportive services. The U.S. Department of Veterans Affairs has awarded Interfaith Community Services a \$3 million grant through its Supportive Services for Veteran Families (SSVF) program. This award will provide new federal funds to help end veterans homelessness in San Diego County.

The SSVF contract began in October 2014 with the primary goal of helping Veterans and their families achieve self-sustainability. Services include case management, rental assistance, security deposit, utility payments, moving costs, legal aid services and benefits assistance.

*Highlights:*

- 13 clients moved into permanent housing;
- 75 clients have been screened;
- 25 clients have been enrolled; and
- 4 clients await intake.

## **SUPPORTIVE SERVICES**

### **PATH Multi-Service Depot:**

One of the most popular features of Connections Housing is the PATH Multi-Service Depot (Depot), which provides more than 25 different on-site supportive services to best meet the needs of residents. The Depot is a one-stop-shop for services such as case management, legal support, mental health counseling and employment tools.

# Monthly Depot Usage Since Opening

■ Total Monthly Sign Ins



The previous graph outlines resident visits per month at the Depot. Usage increased with the introduction of innovative classes and partnerships including life skills courses, summer school offered by San Diego City College, hiring fairs and the real estate training program offered through REStart.

*Highlights:*

- Partnerships with more than 25 on-site service providers with services ranging from employment and case management, to mental health counseling, legal support and meals;
- 34,514 visits by residents to the Depot ;
- 307 residents secured full-time employment through the assistance of employment specialists and services offered in the Depot Career Center; and
- 142 residents accessed the Depot Clothing Closet for professional attire.

Monthly calendars and flyers are posted regularly to encourage individuals to utilize the array of services provided on-site. Additionally, Connections Housing has created an incentive program using a punch card system to increase program participation by residents. For example, once residents complete their punch card, they have an opportunity to shop in PATH's Clothing Closet, available in the Depot.

**Health:**

According to the Journal of the American Medical Association, homeless individuals suffer health complications and decreased lifespans due to living on the streets and a lack of medical care.

The accessibility of an on-site health center is a unique innovation of Connections Housing. The 8,000 square-foot health center is operated by Family Health Centers of San Diego (FHCS), the second largest federally qualified health clinic in the nation. The health clinic provides residents with a wide range of primary and preventative health care, such as mental health treatment, dental and vision exams, and substance abuse treatment. The health center is also available to low-income San Diegans.

*Highlights:*

- 26,965 visits to the on-site health center by Connections Housing residents and non-residents;
- Full health screenings and Tuberculosis tests for all individuals entering the housing programs at Connections Housing, expediting the housing intake process, as well as decreasing ER visits;
- HIV Awareness Testing Day educational program and testing; and
- Weekly review of menu for all meals served in the Urban Angels Dining Hall at Connections Housing.

**Homeless Veteran Reintegration Program:**

Through funding from the U.S. Department of Labor, PATH operates the Homeless Veteran Reintegration Program (HVRP) in the Depot. HVRP focuses on helping Veterans secure long-term employment. The program is offered to residents, as well as non-residents. Dedicated Employment Specialists assist with resume writing, interview preparation, obtaining clothing for the job interview, and transportation to and from work.

*Highlights:*

- 213 Veterans secured employment through HVRP;
- 12,144 visits by residents to the Depot Career Center;
- 17 Veterans secured full-time employment at PATH's one-day hiring fair; and
- Launch of social enterprise program with Urban Angels, assisting in the employment of five (5) Veterans. Urban Angels is a local non-profit formed to nourish and provide food for individuals experiencing homelessness in San Diego. Urban Angels operates the kitchen at Connections Housing, serving 150 residents in the Interim Housing Program.

By launching a joint social enterprise program with Urban Angels, five (5) Veterans enrolled in HVRP have secured employment and job skills training in culinary arts and kitchen stewardship. Four out of the five have transitioned through temporary housing, and are now living in their own apartments.

## OUTREACH

Street outreach is the initial and most critical step to connecting with an individual living on the street. PATH has three (3) street outreach workers who work five days per week in our quarter-mile priority area. PATH conducts bi-monthly counts to better understand the homeless population flow and patterns in the service area.

PATH first began outreach efforts in the spring of 2010. During that time, a team consisting of PATH, Alpha Project and the San Diego Police Department’s Homeless Outreach Team (HOT) counted 246 individuals in the quarter-mile surrounding Connections Housing. To-date, we are averaging 82 individuals in the service area.

### Highlights:

- 997 placements by PATH’s outreach team into the Interim Housing Program at Connections Housing;
- 10,255 messages received on the PATH Outreach Hotline; and
- 5,128 total encounters with homeless individuals: 2,266 unduplicated.

To better understand the “hot spot” areas within the service area, PATH has separated the region into quadrants. For the past six months, PATH continues to see between 55 and 65 percent of the total count in the Southwest Quadrant (Broadway to A Street, 5<sup>th</sup> Avenue to 11<sup>th</sup> Avenue).

	YTD Average		YTD Percentages	
	West	East	West	East
<i>North</i>	21	3	<i>North</i>	22%      3%
<i>South</i>	57	10	<i>South</i>	<b>63%</b> 12%

The data collection indicates that the three main hot spots are:

- Union & B
- Union & C
- Civic Center Concourse



Street outreach with law enforcement support is an effective team approach for reducing homelessness in a community.

At times, additional support through law enforcement is needed. Working closely with HOT and NRT, allows PATH to address concerns on a case-by-case basis. PATH has pioneered two strategies to start the process to further reduce the numbers within the Connections Housing service area:

1: A location survey helps statistically substantiate what the homeless population has already communicated to us a) why they choose to stay in those areas, and b) if they are from somewhere else, why they chose San Diego.

Outreach Findings, March 2015:

	<b>0-3 Months</b>	<b>3-12 Months</b>	<b>1-5 Years</b>	<b>5+ Years</b>	<b>Native</b>
How long have you been in San Diego?	1	4	1	2	10
	<b>Out of State</b>	<b>Out of County</b>	<b>Native</b>		
Where did you come from?	15	4	18		
	<b>Paid by self</b>	<b>Paid by agency</b>	<b>Other</b>		
How did you get to San Diego?	18	0	0		
	<b>Weather</b>	<b>Resources</b>	<b>Family/Friends</b>	<b>Work</b>	<b>Native</b>
Why did you choose San Diego?	4		11	2	18
	<b>Safety/Lack Enforcement</b>	<b>Shelter from Elements</b>	<b>Bathroom Access</b>	<b>Word of Mouth</b>	<b>Other</b>
Why do you bed down in this area?	25	11	1	1	5
	<b>In Service Area</b>	<b>Out of Service Area</b>			
Where do you stay during the day?	2	15			
	<b>Food Assistance</b>	<b>Communication</b>	<b>Medical/Mental Health services</b>	<b>Day Center</b>	<b>Hygiene/Bathroom</b>
What services do you need/utilize on a daily basis?	7	12	12	13	2

2: PATH initiated the “Hourly Hot Spot Monitoring,” which identifies when and where the homeless population is moving. By providing law enforcement with a very accurate window as to when the majority of people are moving into the Connections Housing service area, PATH is able to connect with homeless individuals about the resources and shelter programs they may be able to access, assisting in efforts to reduce homelessness in the neighborhood.

Hourly Hot spot Monitoring Study Sample, March 2015:

	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm
<i>3<sup>rd</sup> Ave &amp; C, B, A St</i>	3	0	1	1	1	8	8
<i>Union &amp; C, B St</i>	0	10	29	36	41	55	54

Outreach Findings, March 2015:

Race and Ethnicity	Total
<i>American Indian</i>	0
<i>Asian</i>	2
<i>Black or African American</i>	30
<i>Native Hawaiian</i>	2
<i>White</i>	52
<i>Other/Multiracial</i>	6

Age and Gender	Male	Female
<i>62+</i>	2	7
<i>51-61</i>	25	8
<i>31-50</i>	23	18
<i>18-30</i>	5	4
<i>17 and under</i>	0	0

## **COMMUNITY COLLABORATION**

PATH provides housing and supportive services in more than 20 locations throughout California. The need for collaboration is increasingly important for Connections Housing. Homelessness affects the entire neighborhood; business owners, employees and residents. Support through partnerships makes Connections Housing successful.

### *Highlights:*

- More than 80 community partners provide donation and volunteer support at Connections Housing;
- Quarterly Neighborhood Advisory Committee meetings, representing more than 15 business, resident, City and partnering agency representatives;
- Quarterly Security Network meetings with neighboring businesses and security leads to discuss incidents both inside and outside the building;
- Weekly tours and presentations of Connections Housing to interested groups and organizations;
- Ongoing collaboration with neighboring businesses through volunteer activities and integrated awareness programs, such as the Welcome Home Kit donation drives and assembly, as well as Depot Clothing Closet organization and display;
- Lunches for Bunches Program to redirect feeding efforts in the surrounding neighborhood by inviting individuals and groups on-site to provide meals to residents;
- Collaboration with the citywide 25 Cities initiative with representation on the Downtown San Diego Design Team, as well housing and outreach committees. San Diego was selected as one of 25 cities nationally tasked with ending veteran and chronic homelessness in the region. The 25 Cities San Diego mission is to house 150 chronically homeless and 100 veterans by mobilizing a coordinated entry and assessment system;
- Participation in the Regional Continuum of Care Council (RCCC);
- Utilizing the Coordinated Assessment and Housing Placement (CAHP) system to focus on the homeless individual's needs, and offering solutions that fit those needs; and
- PATH is one of six service providers locally to partner with the Community Information Exchange (CIE) to more appropriately communicate information about residents being served, offering actionable insights across social service and care providers throughout San Diego.

\*Please reference the network and Depot partner listings on pages 18 and 19.

### **Meals:**

More than 94,000 meals have been served at Connections Housing for its residents since opening its doors in March 2013. The meal service is made possible through the generosity of donors and volunteers from Urban Angels, a nonprofit community group.

Urban Angels prepares the meals on-site and provides breakfast and dinner seven days a week, 365 days a year to 150 residents in the Interim Housing Program at Connections Housing. The meals are entirely funded by local San Diego gym chain, Fit Athletic Club, which donates 100 percent of proceeds from healthy food sales to finance the nonprofit. To ensure all nutritional needs are met, meals are reviewed by the on-site healthcare provider, Family Health Centers of San Diego.

The partnership with Urban Angels has generated a cost savings of more than \$130,000 to the Connections Housing annual operational budget. Should this partnership no longer exist, PATH is committed to funding the food needs at Connections Housing.

## **NEXT STEPS**

Connections Housing is one of the largest programs nationwide with this level of housing and service integration. Thanks to the thoughtful planning and vision of San Diego leaders, this project has become a national model that other cities are looking to replicate.

Our collaborative projects challenge ordinary practices by integrating current homelessness trends and constantly forming partnerships to offer new services that evolve with community need, address service gaps, and ensure overall stability.

When a new project joins a community, there are always challenges to overcome. From planning, inception, deployment and launch of operations, PATH has remained committed to providing supports to those most vulnerable members of our community, while also collaborating with businesses, service providers and resident neighbors to ensure we're meeting our goal of reducing homelessness in the neighborhood surrounding Connections Housing. To continue the achievements of Connections Housing, we have identified obstacles and developed this Progress Report to strategically outline the future of Connections Housing.

What are next steps for Connections Housing?

### **Operations:**

- Onboarding of PATH's new Managing Director, Kerrie Resendes (effective May 18, 2015);
- Creation of a PATH San Diego Advisory Committee.

### **Housing:**

- Permanently house 400 people in the next twelve months through interim housing, rapid re-housing, recuperative care, Supportive Services for Veteran Families (SSVF), and Sponsor-Based Rental Housing Vouchers;
- Permanently house 90 individuals through SSVF Program;
- Provide rapid re-housing assistance to 40 individuals in the next twelve months; and
- Expand the health and wellness of residents and clients through rooftop gardening, walking clubs, creative therapy classes, and more.

### **Supportive Services:**

- Develop programs based on the changing needs of the population served. For example, PATH will hire additional Master of Social Work (MSW) team members to offer a higher level of support for clients suffering with mental health challenges.

### **Outreach:**

- Provide additional street outreach support to strengthen PATH's integrated street outreach efforts;
- Provide additional program-related updates to the Neighborhood Advisory Committee and its partners, such as housing metrics, enhanced services, Depot updates and security-related data;
- Improved messaging to the community regarding PATH's programs and outcomes, through meetings and presentation, electronic correspondence, and media;

- Expand the Lunches for Bunches Program that thoughtfully transitions community feeding programs in our neighborhood to provide meals on-site to our residents only, through active engagement and relationship building; and
- Creation of a young professional's network to increase awareness of homelessness and encourage young adults to get involved in community programs that have a positive effect on the neighborhood.

PATH is committed to ending homelessness in Downtown San Diego.

We will continue to enhance services and cultivate relationships with resources in the community to best meet the needs of individuals being served.

For all questions, please contact:

Kalie Standish

Associate Director of Community Engagement, PATH

619-810-8641

[KalieS@epath.org](mailto:KalieS@epath.org)

## Network of Partners

Our network of business and community stakeholders make success at Connections Housing possible.

340B Coalition (Medical Professionals)	Health and Human Services	San Diego Symphony
ACE Parking	Heaven's Window	San Diego Tourism Authority
Affirmed Housing Group	Hines Properties	Slater's 50/50
AIDS Healthcare Foundation	Hotel Palomar	Solari Enterprises
AIDS Healthcare Pharmacy	Housing and Urban Development	Team AMVETS
Alvarado Parkway Institute	Housing on Merit	The Sandwich Makers
Bank of America	Humane Smarts	Thomas Jefferson School of Law
Brunch Club (Professional Network)	Interfaith Community Services	Union Bank Financial
California Clean Slate Legal Clinic	Irvine Company	United Health Group
California Mental Health Coalition	Junior League of San Diego	University of California San Diego
Care1st	Kearny Investment	University of Southern California
Center for Employment Training	Kevin Young Photography	UPLIFT
Circle Circle Dot Dot (Professional Network)	La Jolla Rotary	Uptown Rotary
Civic San Diego	Legal Aid Society of San Diego	Urban Angels
Co-Merge	Lincoln Property Company	VA San Diego
Community Information Exchange	McAlister Institute	Verizon
Community Research Foundation	Motwani Lasik Institute	Wakeland Housing
Corporation for Supportive Housing	Music Care, Inc.	Westfield
County of San Diego Behavioral Health Services	Neil Shigley Art	World President's Organization
Department of Labor	New Horizons	
Downtown Fellowship of Churches & Ministries	Old Globe Theater	
Downtown San Diego Partnership	Paul Mitchell School	
Downtown San Diego Rotary	Presbyterian Urban Ministries	
East Village Association	Regional Taskforce on the Homeless	
EcoVerse (Professional Network)	REstart Training Program	
Family Health Centers of San Diego	San Diego Chargers	
Family Justice Center of San Diego	San Diego City College	
Fan of the Feather	San Diego Concierge Association	
Fit Gym	San Diego Housing Commission	
Giant Security	San Diego Humane Society	
Harbor Presbyterian Church	San Diego Padres	
	San Diego Police Department,	
	Homeless Outreach Team (HOT)	

For more information, please contact:

Kalie Standish

PATH

[KalieS@epath.org](mailto:KalieS@epath.org)

619-810-8641

## CONNECTIONS AND PARTNERSHIPS AT THE PATH DEPOT:

Partnerships are key to success at Connections Housing. PATH and dedicated supportive service providers ensure Connections Housing residents gain stability and move on to permanent housing.

<p>211 San Diego          Affirmed Housing Group          AIDS Healthcare Foundation          Alpha Project for the Homeless          Alvarado Parkway Institute          “Beaten PATH” Support Group          Brunch Club          California Clean Slate Legal Clinic          Center for Employment Training          Circle Circle Dot Dot          Community Research Foundation          Corporation for Supportive Housing          County of San Diego Behavioral Health Services          Courage to Call – Mental Health Systems          Downtown Fellowship of Churches &amp; Ministries          EcoVerse          Episcopal Community Services, Friend to Friend Program          Family Health Centers of San Diego          Fan of the Feather          Fit Gym          Girls Think Tank          Harbor Presbyterian Church          Healthcare for the Homeless          Hines Properties          Homeless Court          Homeless Veterans Reintegration Program          HRSA Special Project of National Significance          Humane Smarts          Junior League of San Diego          Kevin Young Photography          La Jolla Rotary          Legal Aid Society of San Diego          Life Skills          McAlister Institute          Mental Health Systems, Inc.          MHS Mid Coast Recovery          Motwani Lasik Institute          Music Care, Inc.</p>	<p>Neil Shigley Art          North County Mental Health Homeless Team          Old Globe Theater          Pathfinders of San Diego          Paul Mitchell School          PATH Ventures          Presbyterian Urban Ministries          Rachel’s Women’s Center          Recovery Innovations, Inc.          Regional Taskforce on the Homeless          REstart Training Program          San Diego Art Institute          San Diego Chargers          San Diego City College          San Diego Companionship Program          San Diego Concierge Association          San Diego Housing Commission          San Diego Humane Society          San Diego Padres          San Diego Police Department, Homeless Outreach Team (HOT)          San Diego Tourism Authority          Senior Community Centers          Solari Enterprises          St. Vincent De Paul Village/ Father Joe’s          Team AMVETS          Telecare          The Sandwich Makers          Thomas Jefferson School of Law          University of Southern California          UPLIFT          Uptown Rotary          Urban Angels          VA San Diego          Veteran Community Services (VCS)          Volunteers of America (VOA)          Walk a Mile in Their Shoes          Wakeland Housing          Westfield</p>
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THE CITY OF SAN DIEGO

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**OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT**

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**Date Issued:** September 12, 2014

**IBA Report Number:** 14-33

**Public Safety & Livable Neighborhoods Committee Meeting Date:** September 18, 2014

**Item Number:** TBD

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## **Proposed Response to Grand Jury Report “Give Me Shelter: An Inquiry Into the First Year of Operation of Connections Housing”**

### **OVERVIEW**

On May 28, 2014, the San Diego County Grand Jury filed a report entitled “Give Me Shelter: An Inquiry Into the First Year of Operation of Connections Housing”. The report examined the first year of operations of the Connections Housing program and discusses concerns regarding day to day operations and suggestions to ensure budget transparency.

The Grand Jury Report included eleven findings and eleven recommendations. All of the recommendations were directed to the City Council. The Council is required to provide comments to the Presiding Judge of the San Diego Superior Court on each of the findings and recommendations within 90 days, or August 27, 2014. As August 27<sup>th</sup> fell during Council’s summer recess, the Court granted a requested extension to October 31, 2014.

In responding to each Grand Jury finding, the City is required to either (1) agree with the finding or (2) disagree wholly or partially with the finding. Responses to Grand Jury recommendations must indicate whether the recommendation (1) has been implemented; (2) has not yet been implemented, but will be in the future; (3) requires further analysis; or (4) will not be implemented because it is not warranted or is not reasonable. Explanations for responses are requested when applicable.

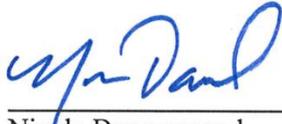
Per a Memorandum of Understanding (MOU) between the City of San Diego and the San Diego Housing Commission (SDHC), SDHC administers the contract with People Assisting the Homeless (PATH) to operate Connections Housing on behalf of the City of San Diego. The City Council does not direct the day-to-day operations of Connections Housing. Our office has provided input and worked collaboratively with Housing Commission staff and City staff in the Economic Development Department to develop a proposed response for the City Council (see Attachment 1). Additionally, although the Mayor’s Office is not required to respond to this

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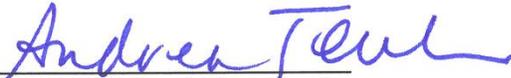
Grand Jury Report, our office also provided an opportunity for the Mayor's Office to review the proposed responses.



Nicole Dangermond  
Research Analyst



Lisa Byrne  
Fiscal & Policy Analyst



APPROVED: Andrea Tevlin  
Independent Budget Analyst

Attachments:

1. Proposed Response to San Diego County Grand Jury Report Entitled "Give Me Shelter: An Inquiry Into the First Year of Operation of Connections Housing"
2. San Diego County Grand Jury Report entitled "Give Me Shelter: An Inquiry Into the First Year of Operation of Connections Housing"

**Proposed Response to San Diego County Grand Jury Report Entitled  
Give Me Shelter  
An Inquiry Into the First Year of Operation of Connections Housing**

Pursuant to California Penal Code Section §933 (c), the San Diego City Council provides the following responses to the findings and recommendations included in the above referenced Grand Jury Report.

The City Council does not direct the day-to-day operations of Connections Housing. Per a Memorandum of Understanding (MOU) between the City of San Diego and the San Diego Housing Commission (SDHC), SDHC administers the contract with People Assisting the Homeless (PATH) to operate Connections Housing on behalf of the City of San Diego. The City Council's responses are based on information provided by SDHC, and reviewed by the City's Economic Development Department and the Mayor's Office.

**FINDINGS**

**Finding 01:** *Connections Housing is accomplishing its goal of reducing the number of homeless in the quarter mile radius around the facility.*

**Response: The City Council agrees with the Grand Jury's finding.**

Homelessness within a quarter-mile radius of Connections Housing dropped 70 percent in Connections Housing's first year. People Assisting the Homeless (PATH) will continue to target outreach to the quarter-mile radius and work closely with individuals to move them from street to home.

**Finding 02:** *By splitting the responsibilities Alpha Project and PATH sometimes disagree on the selection and handling of residents for the Interim Housing beds.*

**Response: The City Council partially disagrees with the Grand Jury's finding.**

PATH works closely with Alpha Project by holding weekly face-to-face staff meetings in addition to daily phone and email contact. This allows for frequent discussion of issues related to new client admissions as well as current residents. This collaborative approach allows different perspectives to be shared and solutions to be identified that are in the best interest of the client.

**Finding 03:** *The participants appeared to not respond well to being rushed through the meal.*

**Response: The City Council agrees with the Grand Jury's finding.**

PATH agrees that the facility's breakfast hours should be expanded from 30 minutes to 60 minutes. To encourage residents to access services and work on their service plans by the time the PATH Depot opens at 8:30 a.m., breakfast will be provided from 7:00 a.m. to 8:00 a.m., which will help residents get to services offered by the PATH Depot by the time it opens.

**Finding 04:** *Vending machines are not accessible during hours when residents are more likely to need them.*

**Response: The City Council partially disagrees with the Grand Jury's finding.**

Individuals may be escorted to the vending machines after meal hours on a case-by-case basis. Eating or storing food on the interim housing floors is discouraged in order to avoid unwanted pests.

**Finding 05:** *Having a food category in the budget would allow better planning and stability.*

**Response: The City Council agrees with the Grand Jury's finding.**

All necessary meals for the residents of Connections Housing are provided through in-kind donations by Urban Angels, which has a budget to cover these food costs. In the future, PATH will include these expenses in the overall Connections Housing budget, identified as in-kind donations, to provide further clarification.

**Finding 06:** *Health Services need to have more accessible hours, including weekends.*

**Response: The City Council disagrees with the Grand Jury's finding.**

The on-site health center, and the hours associated with it, are managed by Family Health Centers of San Diego (FHCSO) under the terms of the Conditional Use Permit (CUP). According to the CUP, the health center is approved to be open, "Monday through Friday no earlier than 6:00 a.m. and close no later than 9:00 p.m., Saturday open no earlier than 8:00 a.m. and close no later than 5:00 p.m., Sunday open no earlier than 8:00 a.m. and close no later than 12:00 p.m." Currently, health center hours at Connections Housing are Monday – Friday, 8:00 a.m. to 5:00 p.m.

Health Center hours are determined by FHCSO based on demonstrated need. According to FHCSO, there is no demonstrated need for health care services at Connections Housing beyond what is currently provided. Residents of Connections Housing have "open access" at the health center 40 hours per week, allowing them to schedule an appointment in advance, or if needed, they may walk in for a same-day appointment. Additionally, FHCSO physicians have rotating on-call responsibilities during evenings

and weekends. Call activity during this time suggests extended hours are not needed at this time. If a demonstrated need for services on nights or weekends arises, the health center will consider all available options within the terms of the CUP. PATH continues to work with FHCSO to identify appropriate hours for Connections Housing residents.

It is important to note that FHCSO serves as a primary health care provider, and is not intended to provide emergency services. All PATH staff receive training in appropriate emergency procedures as well as access to a list of local urgent care and emergency facilities that can provide care during off-hours. Case managers educate residents on emergency phone numbers and resources to ensure that clients have access to appropriate medical care at all times.

**Finding 07:** *More than two people would greatly improve the ability to address the needs of the homeless in the targeted area.*

**Response: The City Council agrees with the Grand Jury's finding.**

In July 2014, PATH hired one additional street outreach worker to support the San Diego outreach team, bringing the team to a total of three full time staff who are focused on outreach efforts in downtown San Diego.

PATH has also established a comprehensive, integrated street outreach team that incorporates outreach workers from the San Diego Police Department's Homeless Outreach Team (HOT), Downtown San Diego Partnership, Family Health Centers of San Diego, and Downtown Fellowship. Together, this partnership provides a minimum of five additional outreach workers.

Beginning in June 2014, PATH joined in the development of the 25 Cities Initiative in downtown San Diego. The purpose of the 25 Cities Initiative is to accelerate efforts toward ending Veterans' homelessness by 2015 and chronic homelessness by 2016. Participation in this initiative has already brought together representatives from more than 25 local organizations to conduct outreach; coordinate client assessments; and identify housing options for downtown's most vulnerable homeless individuals.

**Finding 08:** *There is more need for the Depot to be open during the Holidays.*

**Response: The City Council disagrees with the Grand Jury's finding.**

PATH recognizes that the holidays can be a time when depression and other issues are more common among the people it serves. To combat this, case managers work closely with residents this time of year to help them address depression; identify appropriate ways to deal with unpleasant feelings that arise; and create a sense of community and support with other residents.

The PATH Depot was open and staffed throughout the month of December 2013, with the exceptions of December 13 (due to a staff holiday party), December 24 (Christmas Eve), and December 25 (Christmas Day). PATH respects staff's dedication to the program by giving them holidays off to spend time with their families. To ensure that these rare PATH Depot closures do not burden residents, PATH ensures that capable volunteer groups are present to lead meals and activities on these days.

**Finding 09:** *The dual responsibility has caused confusion for the SRO units.*

**Response: The City Council partially disagrees with the Grand Jury's finding.**

Since Alpha Project provides after-hours monitoring of the Single-Room Occupancy (SRO) units (also known as special needs units), there are times when Alpha project staff must interact with the SRO residents. PATH is working closely with Alpha Project to reduce any confusion by ensuring Alpha Project staff have appropriate and updated information for each resident's individualized needs.

**Finding 10:** *SRO tenants pay rent and are entitled to use the Community Room and adjacent Patio without having to wait to be escorted.*

**Response: The City Council disagrees with the Grand Jury's finding.**

Unrestricted access to the permanent supportive housing program's community room and patio is reserved exclusively for residents of the building's permanent supportive housing units. SRO units are not part of the permanent supportive housing and SRO tenants do not pay rent or security deposits. Therefore, SRO residents are not issued keyless entry devices, known as key fobs.

**Finding 11:** *Because of the limited time the Community Room is open it is under-utilized.*

**Response: The City Council agrees with the Grand Jury's finding.**

Currently, the community room is managed by Solari Enterprises, Inc. and is not open at night or on the weekends. This shared space is locked to ensure equipment (TV's, etc) is secure overnight and during non-office hours since staff are not available to monitor use of the space 24 hours a day. The community terrace, garden and smoke areas are open for access beyond business hours (8 a.m. – 5 p.m.) Any decision to amend the community room's hours or policies would be approved and enacted by Solari. PATH has opened communications with Solari to discuss the possibility of extending community room hours to include some nights and weekends.

## **RECOMMENDATIONS**

**Recommendation 14-86:** *Make the Connections Housing budget more transparent by clearly defining all categories.*

**Response: The recommendation has not yet been implemented, but will be in the future.**

Connections Housing's budget is a public document and, as such, is available to anyone who wishes to view it.

Because Connections Housing is a collaborative, involving multiple partner agencies, the budget must be designed to accommodate multiple funding sources coming through multiple agencies. The complicated nature of such a budget can be confusing. To attempt to alleviate some of this confusion, PATH is working to create a simplified version of the budget that breaks down the basic funding sources and line item expenses for the FY 2016 budget.

**Recommendation 14-87:** *Increase the number of people who participate in street outreach.*

**Response: The recommendation has been implemented.**

In July 2014, PATH hired one additional street outreach worker to support the San Diego outreach team, bringing the team to a total of three individuals. For more information, see the response to Finding 07.

**Recommendation 14-88:** *Require a regular head count for meals in order to obtain a realistic number of diners.*

**Response: The recommendation has been implemented.**

Connections Housing currently tracks all residents attending meals at the facility. According to this data, the facility serves 150 breakfasts and 150 dinners every day, seven days a week. All details gathered by this tracking report are provided as part of PATH's monthly report to the San Diego Housing Commission on behalf of the City of San Diego.

**Recommendation 14-89:** *Expand the breakfast hours from 7:00 a.m. to 9:00 a.m. to allow more people access to the most important meal of the day.*

**Response: The recommendation has not been implemented, but will be in the future.**

Breakfast hours will be expanded. However, hours will be from 7:00 a.m. to 8:00 a.m., rather than from 7:00 a.m. to 9:00 a.m. For more information, see the response to Finding 03.

**Recommendation 14-90:** *Allow the residents to go to meals without an escort and eat within a reasonable amount of time.*

**Response: The recommendation will not be implemented because it is not warranted.**

Due to the design of the building, PATH has determined that the most efficient way to ensure that all clients have access to meals is to use escorts to monitor the flow of residents through the stairwells and elevators. PATH will ensure that ample staff members are available to provide necessary escorts during established mealtimes to allow all residents enough time to participate in meals. Additionally, as discussed in Recommendation 14-89 and Finding 03, PATH has communicated that it will be expanding breakfast from 30 minutes to 60 minutes (7:00 a.m. to 8:00 a.m.).

**Recommendation 14-91:** *Provide an allocation for food in future budgets.*

**Response: The recommendation has not yet been implemented, but will be in the future.**

All necessary meals for the residents of Connections Housing are provided through in-kind donations by Urban Angels, which has a budget to cover these food costs. PATH will include these expenses in the overall Connections Housing budget beginning in FY 2016, identified as in-kind donations, to provide further clarification. The Connections Housing program is grateful to have Urban Angels as a community partner.

In order to be transparent about current operations, PATH has reported that from January 2014 to June 2014 food costs incurred by Urban Angels totaled \$65,905. Consequently, PATH estimates that food costs for Connections Housing for one year are approximately \$131,810. In the event that Urban Angels is unable to continue providing these resources, PATH has communicated that they are able and willing to step in and cover these costs.

**Recommendation 14-92:** *Work with staff and volunteers to insure that the Depot be fully staffed during the month of December.*

**Response: The recommendation will not be implemented because it is not warranted.**

The PATH Depot was open and staffed throughout the month of December 2013, with the exceptions of December 13 (due to a staff holiday party), December 24 (Christmas Eve), and December 25 (Christmas Day).

However, to ensure that these unstaffed days at the PATH Depot do not create a burden on residents, PATH ensures that capable volunteer groups will be present to lead meals and activities on these days. For more information, see the response to Finding 08.

**Recommendation 14-93:** *Assign the responsibility and related funding to Alpha Project so that Alpha Project may counsel and provide for the needs of all SRO residents.*

**Response: The recommendation will not be implemented because it is not warranted.**

Adding the 16 Single-Room Occupancy (SRO) residents to Alpha Project's case load would reduce the amount of individualized attention these residents receive. The individuals living in the 16 SRO units (also known as special needs units) are a highly vulnerable population living with complex mental and physical health issues. As such, the residents of these units require a specialized and intensive form of care along with case management that is provided by an experienced individual with extensive knowledge of special needs populations. Additionally, this population requires individualized attention by a dedicated case manager.

PATH currently employs one case manager who is solely dedicated to serving these 16 residents. This individual possesses a master's degree in social work and has experience working with high-barrier populations, such as the residents served by the SRO units. Employing this dedicated social worker to serve these units allows an optimal staff-to-client ratio of 1:16. Alpha Project's case load ratio is currently 1:20, which does not include the SRO units.

The SRO residents receive the intensive case management provided by PATH during business hours. Alpha Project's staff provides after-hours monitoring for the residents of the SRO units. PATH ensures through the subcontract with Alpha Project that they are adequately compensated for these after-hours responsibilities.

**Recommendation 14-94:** *Issue key fobs to SRO tenants allowing them entry to the Community Room and adjacent Patio.*

**Response: The recommendation will not be implemented because it is not warranted.**

Unrestricted access to the permanent supportive housing program's community room and patio is reserved exclusively for residents of the building's permanent supportive housing units (studios with kitchenettes). SRO units are not part of the permanent supportive housing, and SRO tenants do not pay rent or security deposits. Therefore, SRO residents are not issued keyless entry devices, known as key fobs.

**Recommendation 14-95:** *Arrange to have the Community Room open some nights and weekends.*

**Response: The recommendation requires further analysis.**

PATH has opened communications with Solari Enterprises, Inc., which manages the community room, to discuss the possibility of extending community room hours to

include some nights and weekends. For more information, see the response to Finding 11.

**Recommendation 14-96:** *Expand the health center hours to include Saturdays and Sundays.*

**Response: The recommendation will not be implemented because it is not warranted.**

According to Family Health Centers of San Diego (FHCS), there is no demonstrated need for health care services at Connections Housing beyond what is currently provided. If a demonstrated need for services on nights or weekends arises, the health center will consider all available options within the terms of the CUP. For more information, see the response to Finding 06.

# **GIVE ME SHELTER**

## **AN INQUIRY INTO THE FIRST YEAR OF OPERATION OF CONNECTIONS HOUSING**

### ***SUMMARY***

After extensive interviews with personnel who work in the web of Connections Housing, intensive research into programs and budgets, many visits, and even volunteering in the kitchen, the 2013-2014 San Diego County Grand Jury (Grand Jury) has come to the conclusion that Connections Housing and its many features have made a good start. The facility has 73 permanent apartments, 16 Single Room Occupancy beds (SRO), 134 interim beds, a Family Health Center, and a PATH Depot, all dedicated to helping the homeless.

The purpose of Connections Housing is to reduce street homelessness within a quarter-mile radius of its downtown San Diego location at 1250 Sixth Avenue. This encompasses the area from Date St. and Interstate 5 to the north, Eleventh St. to the east, Broadway Ave. to the south, and Front St. to the west. Their goal is not only to provide appropriate housing but to also provide a multitude of services to its residents.

Although not able to meet all of its first year goals and promises, the overall claim to reduce homelessness in the immediate neighborhood has been met. Many of the homeless in the quarter-mile area surrounding Connections Housing have been given the opportunity to make their lives better; however, this effort has been expensive.

The Grand Jury's purpose is to reveal and make transparent the many threads that are part of the Connections Housing project. In this regard, the Grand Jury is making recommendations to improve the future operations of Connections Housing.

### ***INTRODUCTION***

As the Grand Jury surveyed "America's Finest City" at the beginning of its term, it found that many people in the City of San Diego (City) are homeless and living a marginal life. Many are depressed, suffering from alcohol or drug addiction, and physically and/or mentally ill. Many of these homeless are veterans and congregate in the downtown business areas. The Grand Jury discovered that San Diego has nearly 6,000 homeless persons, the fourth highest of any large city in the United States. The Grand Jury began to examine this issue when it decided to study Connections Housing, a new homeless center which had its grand opening ceremony on March 11, 2013.

In an effort to address the issue of the homeless population, primarily in downtown San Diego, planning for Connections Housing began as early as 2010. San Diego, like most large cities, is searching for the best ways to help its homeless citizens while also ensuring their freedom of choice.

Before Connections Housing was proposed, nearly 50 community meetings were held to discuss the project. Among the most interested parties were residents and property owners who live and work within a quarter mile radius of the building.

The building itself was constructed in 1928 as a health club. Its use changed over the years as it evolved into offices known as the World Trade Center. The building was eventually acquired by the City of San Diego (City) and the City Council approved its rehabilitation and operation as a homeless service center and housing facility in 2011. Thereafter, People Assisting the Homeless (PATH), a Los Angeles-based non-profit organization with projects for the homeless in Southern California was selected to renovate and operate Connections Housing.

PATH formed a partnership with PATH Ventures and Affirmed Housing Group, a profit making San Diego company specializing in low-income housing, to renovate the 12 story building (including the basement level). They spent \$38 million to renovate the building for its multi-purpose functions. Funding came primarily from the City of San Diego (San Diego Housing Commission and Civic San Diego, formally Center City Development Corporation), the County of San Diego, and block grants from federal agencies.

PATH in San Diego created a multi-purpose service center, the PATH Depot, in the building's lower level. PATH asked the Alpha Project to provide counseling services and food for the 134 interim bed residents while PATH retained responsibility for outreach as well as counseling and food services for the 16 special needs Single Room Occupancy (SRO) units on the second and third floors. Affirmed Housing Group contracted with Solari Enterprises to collect rent and manage the 73 studio apartments on the fourth through twelfth floors as well as the SRO units on the second and third floors. Federally funded housing vouchers helped the tenants to pay their rent. In December 2013, a group known as Urban Angels took over the food responsibilities from Alpha Project. The residents of the studio apartments provide their own food.

When the Grand Jury began its term in July of 2013, Connections Housing had only been open for a few months. The Grand Jury took its first tour of Connections Housing on October 8, 2013. PATH in San Diego was the operator of and had coordinated the conversion of the building. The renovation included 134 interim housing beds with 16 Single Room Occupancy (SRO) beds, 73 permanent housing apartments (plus two manager apartments), a health center, and a Depot with more than sixty service agency participants to help the homeless with their transition from the streets. The central idea of the project was for individual outreach workers from PATH to build relationships with the street people in their neighborhood and to make the necessary assessments and referrals for meeting the needs of these homeless individuals. The goal was not only to help the business community in the area move the homeless from the streets but also to help the homeless create a better future for themselves.

On December 8, 2013, three members of the Grand Jury went to Connections Housing in the early morning to help serve breakfast to its residents. After this second tour of the building, the Grand Jury had many unanswered questions about the facility and its services. The Grand Jury returned for another visit on March 19, 2014 to complete its on-site assessment.

### ***PROCEDURE***

The Grand Jury interviewed representatives from the following groups:

- PATH in San Diego
- PATH Los Angeles
- Alpha Project
- Affirmed Housing Group
- Solari Enterprises
- Urban Angels

The Grand Jury did extensive research into all of the various agencies that were a part of the start-up and continuing process to launch Connections Housing.

### ***DISCUSSION***

Although the Grand Jury was impressed with the dedication and enthusiasm of the PATH staff, as well as the staff of the Alpha Project, the overall budget was extremely complicated and difficult to decipher. It appears that more money was put into staff salaries and the public relations aspect than the programmatic aspect.

Many agencies are united under one roof in order to meet the needs of the formerly homeless population now residing in Connections Housing.

### **BUDGET**

The Fiscal Year 2014 Budget (July 1, 2013 to June 30, 2014) that was provided to the Grand Jury shows revenue and expenditures of \$ 2.39 million of which salaries and fringe benefits were \$793,000. The Grand Jury was told that the Alpha Project received approximately \$400,000 to staff the interim housing program.

An entry appears under operating expenses designated as “shelter client costs” (laundry, food, etc.) of \$33,000. However, for Fiscal Year 2014 no specific funding is allocated for food since PATH is now relying on Urban Angels and other contributors to absorb this expense. The Grand Jury feels this is unrealistic.

The Grand Jury was provided information about the construction costs for renovating the former World Trade Center building. The original estimated cost figure in 2011-2012 was in the \$20-25 million range. However, by the time Connections Housing opened in

March of 2013, the figure had risen to \$38 million. In Fiscal Year 2014, budgeted building costs were set at \$506,000 for maintenance, security, and utilities.

### **PATH - STREET OUTREACH**

The PATH street outreach team consisting of two people began its work in April of 2012. The team is generally staffed during normal business hours but it sometimes works at night. Its goal is to learn the names and needs of the homeless individuals in the neighborhood. The plan is to provide on-the-street case management which might eventually help these homeless individuals find compatible housing. The outreach team planned to tailor a program for each individual. PATH partnered with the San Diego Police Department's Homeless Outreach Team (HOT) and area business security personnel to achieve these goals. This outreach team supports a hotline and e-mail system which is made available to the community and also provides education for the residents of the neighborhood on how to respond to homelessness. It regularly assesses the homeless population, and provides updates to the community and its partners.

After the Grand Jury met with PATH representatives, it concluded that additional resources are needed to aid the outreach teams. These extra sets of eyes and ears would also add to the number of people encouraging the homeless to seek help and shelter.

### **THE PATH DEPOT**

The PATH Depot is similar to the PATH Mall in Los Angeles. The idea of the Depot is to make it a one-stop shop where residents can receive a multitude of services from the 60 listed non-profit agencies.

The goal is to provide the residents with education and the skills needed for a smooth reentry into society. Some of the different services provided are counseling for substance abuse, and classes which educate the participants in wellness and personal hygiene. Individual group sessions are held for veterans, for men and for women. Individual case management and employment readiness counseling are also provided in addition to legal services and information on social security issues. PATH estimated that the Depot serves an average of 900 drop-in meetings or appointments each month with approximately 11,000 appointments since its opening. Each individual must sign in at the Depot counter.

Two of the services offered in the Depot are resume writing and interview techniques. There is also a computer center available for use by the residents. A job fair was held during the first year, giving follow up opportunities for people to interview for real jobs in the community. There is a plan in place to hold this fair annually.

Recently a punch card system has been instituted for the residents where each client who attends an orientation will be given a credit on a card. Each punch (point) will represent a Depot activity they have attended. Once the residents have filled the card they will then be able to schedule an appointment with their case manager to shop in the Depot mall

where they can use the points to purchase such things as clothing, shampoo, soap, and toothpaste.

One of the newest components of the Depot is the addition of alumni classes. This enables those who have moved on from interim housing to return to the Depot for a limited number of its support services. This in itself is a positive program which touts the success of its previous residents and hopefully encourages others.

Although the Depot was never meant to be a “drop-in center”, there are three organizations that welcome non-residents. They are the “REstart Training Program” (real estate career development and training), Alvarado Parkway Institute (mental health program), and the Homeless Veterans Reintegration Program. These programs allow residents who have moved on to return to the Depot for additional services.

The Grand Jury learned that the Depot was closed during most of the month of December 2013, a cause of great concern. It is a generally accepted fact that the holiday season is a time when depression runs high and the population that lives in Connections Housing is especially vulnerable.

### **ALPHA PROJECT**

PATH asked the Alpha Project to run its interim bed program, a transitional program for a 30-90 day stay. The Alpha Project has a positive history in San Diego of providing social services to the most vulnerable and marginalized people in the City dating from 1987.

Although Alpha Project does not have outreach responsibilities for the quarter mile area surrounding the building, it does have control over the case management, counseling, and supportive services provided to the residents on the second and third floors. The one exception is the 16 SRO clients who reside in private cubicles and are supposed to receive their services from PATH counselors. Since Alpha Project generally runs the second and third floors, PATH’s responsibilities for the 16 special needs residents seem confusing. Alpha Project counselors escort these people to meals, help in counseling, and assist these residents, although PATH receives grant money for these special needs clients who have housing vouchers to pay for their rent.

Alpha Project has had previous experience in managing homeless individuals including veterans. Some individuals in the quarter mile area around Connections Housing are still suffering addiction or severe mental health problems which do not make them ideal candidates for the interim bed program, although some are allowed to participate.

### **AFFIRMED HOUSING GROUP/SOLARI ENTERPRISES**

The profit-making aspect to Connections Housing is also a complex web consisting of Affirmed Housing Group, the co-owner/developer with PATH Ventures and Solari Enterprises, the on-site property manager. Affirmed Housing makes its profit by a

system of direct payments, loan forgiveness, and tax incentives from the San Diego Housing Commission and the Department of Housing and Urban Development. It was not clear how the cost of development and renovations totaling \$38 million was divided between Affirmed Housing, the architect, the construction company, and other entities. This report is not looking to audit the money that has already been spent. Its intent is to focus on the present operations of the building.

Affirmed Housing has a long-standing association with Solari Enterprises as its chosen property management company. Solari receives 6 percent of the gross rental income. The rental amount per studio apartment unit is \$942 per month, which the residents pay from social security benefits, disability payments, veteran's benefits, or a federal housing voucher. The rental amount for the 16 SRO units is \$596 per month which is paid for with housing vouchers.

Solari Enterprises provides a resident manager and maintenance supervisor who pay no rent for their apartments. They work Monday through Friday, eight hours each day. At the time of this writing (one year into the project) only two residents have been evicted and seven have left of their own accord. As of April 7, 2014, the occupants of 23 of the 73 studio apartments pay no rent because they have no source of income.

There is currently a waiting list of over 100 people for Connections Housing's 73 apartment units. A deposit of \$565 is required for each prospective tenant. The tenants pay up to 30 percent of their calculable income, which is determined by the San Diego Housing Commission, toward the \$942 per month rent.

Security is provided by Universal Protection Services, paid for by both PATH and Affirmed Housing. A community room is located on the fifth floor and open Monday through Friday, 8:00 a.m. to 5:00 p.m. The community room has a television and a collection of books. A security camera monitors the community room. The SRO residents on the second and third floors pay rent and yet do not have easy access to the community room. Someone must escort them.

#### **URBAN ANGELS/ FOOD SERVICES**

Before its grand opening ceremony on March 11, 2013 (beginning with the first move-in of residents in February 2013), Urban Angels had committed to supply dinners two nights a week for the interim residents. The original food provider was Alpha Project which had a low food budget (\$40,000) for meals that were to be prepared on site by two chefs in a very well equipped state-of-the-art kitchen. When Alpha Project had a problem with one of its chefs it was decided that Urban Angels would be the full time on-site providers of meals and in March of 2014, a Memorandum of Understanding was signed to contract them to do just that. Urban Angels has agreed to donate all of the food for breakfast and dinner for Connections Housing seven days a week.

Urban Angels has an interesting approach to serving dinner. Instead of having the residents line up cafeteria style, Urban Angels feels it is better to interact with the residents and this is accomplished by serving them at their tables which promotes interchanges between the residents and the volunteers.

PATH has no specific food budget but estimates a cost of \$205,312 per year, assuming full capacity, for breakfast and dinner. Urban Angels indicated that they would provide from \$5,000 to \$6,000 monthly or approximately \$70,000 per year in donated food and related services.

The Grand Jury found that there was a great deal of confusion between October 2013 and March 2014 as to who was responsible for preparing and serving food to the residents of Connections Housing. This caused the Grand Jury to question the process of food preparation and how Alpha Project and Urban Angels handled food for its interim and SRO residents.

The kitchen at Connections Housing is large and well equipped. There is a dining area that seats 85 people. The people residing in the 73 permanent housing units provide their own food, while the interim residents and the SRO residents are offered breakfast and dinner.

The staff of the Family Health Centers of San Diego reviews the menus weekly to evaluate their nutritional value and make sure the food served meets the needs of the population.

The cold breakfast consists of cereal, milk, fruit and yogurt. The evening meal is hot. Urban Angels volunteered to prepare and serve the meals as well as clean up. Urban Angels is currently the main food donor and its volunteers serve dinner to the residents seven days a week. There is a plan in place to train some of the residents in food preparation so that they can earn a food handlers' permit, which could enable them to find employment in the food service area.

Lunch is provided for the 16 medically frail SRO residents only. The other residents must leave the building if they wish to have lunch, since no food is allowed in their housing areas. Vending machines are located in the dining area, but this space is only accessible to residents during meal times.

It was surprising to the Grand Jury that less than 50 residents actually ate breakfast on the day we volunteered to serve them. Initially the Grand Jury was surprised at the low turnout, but after further investigation the Grand Jury understands why. Breakfast is served at 7:00 a.m. and it is served in two phases, women first, and then men. The residents are literally escorted to the dining area in a custodial manner and encouraged to eat quickly. They are served in a cafeteria style line which was somewhat reminiscent of meals served in school.

The Grand Jury surmises that having to rise early, be escorted like a child, and be rushed through a cold meal may not be the best way to encourage participation in the most important meal of the day.

The fact that not all residents take advantage of the two meals served makes it difficult to accurately plan for and budget a realistic amount for food.

### **FAMILY HEALTH CENTER**

The federally-qualified and funded health center operated by Family Health Centers of San Diego opened in January 2013, prior to the grand opening ceremony in March 2013, and has a separate entrance. United Healthcare is its partner. According to the original plans in the Conditional Use Permit (CUP), the Family Health Center was approved to be open seven days a week. The 8,000 square foot center provides comprehensive preventive primary care and an extremely important mental health component, as well. The Health Center is open Monday through Friday from 8:00 a.m. to 5:00 p.m. and is closed for lunch from 12:00 p.m.—1:00 p.m.

Although anyone is welcomed at the Health Center, its primary focus is on the low income, uninsured and medically frail population. It also strives to continue the “good neighbor policy” by welcoming those who work in the community as well. Since the Health Center is not open during the weekends, the residents must seek health care elsewhere on those days, which can be a burden, especially when a person is sick and needs emergency treatment.

### **INTERIM HOUSING / PERMANENT HOUSING**

The phase-in for the interim housing residents began on February 4, 2013. One of the goals of the program is for residents to make the move from temporary to permanent housing.

The interim housing residents live on the second and third floors of the building. The average resident is 45-50 years of age, single with limited to no income. There are fewer homeless females downtown than males. There are 134 interim beds, 84 for males and 50 for female.

The SRO residents are supposed to be counseled by PATH on a regular basis but Alpha Project counselors are on site and help these individuals frequently. This dual responsibility for the interim housing residents is confusing. Since its opening the interim housing unit has had 485 people exit Connections Housing. There have been 306 positive placements where clients have moved on to sheltered housing whether it is public, private, a treatment facility or emergency shelter. There have also been 179 negative exits including a return to the street or incarceration.

The 16 SRO units are reserved for people who are medically fragile. There are ten units for men and six units for women. These clients are counseled by both PATH and Alpha Project. Although they pay rent and reside on the second and third floors, these medically frail residents are primarily permanent clients who are supported by grants.

Each permanent resident has a case manager provided by PATH whose job is to assess the residents and encourage them to seek the supportive services (housed in the Depot), in their attempt to reenter society.

It is Solari's job to collect the rent and make sure the residents are adhering to the rules and regulations of the housing contract. In addition they are to make sure the residents maintain their eligibility to live in Connections Housing.

### **SECURITY**

According to the Conditional Use Permit (CUP) and the City of San Diego, a private security company (Universal Protection Services) is required to be on-site 24 hours a day. It appears that in some respects Connections Housing is reminiscent of lock down institutions with 128 security cameras installed on site. Key cards or "fobs" are used to allow access to the various areas of Connections Housing by its staff, and radio communication is also in place. Upon entering there is a formal front desk with a sign-in sheet which the security company strictly enforces.

The spider web of confusion is continued when explaining access to the many floors of the building. Employees of PATH and Alpha Project have access to different floors according to which clients they are servicing. Residents have access according to their housing group.

Some people can access the dining room and some cannot. It seems that the Depot and Health Center are the only places where everyone can enter freely, once being allowed in the building.

### **SUCCESS STATISTICS**

As of March 2014, Connections Housing claimed the following achievements:

- Homelessness decreased by 70 percent within their quarter mile radius
- Helped 100 veterans secure employment
- Achieved a 98 percent retention rate for the onsite supportive housing units
- Provided 7,000 medical and mental health visits through the Family Health Center
- Provided 11,000 appointments in the Depot
- Achieved a 60 percent placement rate into permanent and longer-term housing for those leaving PATH/Alpha Project Interim Housing Program.

## ***COMMENDATION***

Urban Angels is commended for its generous contribution of food to the interim residents of Connections Housing and for the time and energy its members spend in serving and communicating with its residents. The founder and chef are to be commended for their monetary contributions to Connections Housing.

## ***FACTS AND FINDINGS***

***Fact:*** San Diego has the fourth largest homeless population in the country.

***Fact:*** A large number of San Diego's homeless population lives in the downtown area.

***Fact:*** Nearly 50 community meetings were held to discuss plans for the operations of Connections Housing.

***Fact:*** Homelessness has decreased by 70 percent around Connections Housing.

***Fact:*** The primary goal of Connections Housing is to end homelessness in the quarter mile area around it.

***Finding 01:*** Connections Housing is accomplishing its goal of reducing the number of homeless in the quarter mile radius around the facility.

***Fact:*** PATH was hired to do the street outreach and general planning for Connections Housing. Alpha Project was chosen to counsel and support interim residents.

***Finding 02:*** By splitting the responsibilities Alpha Project and PATH sometimes disagree on the selection and handling of residents for the Interim Housing beds.

***Fact:*** Some members of the Grand Jury visited Connections Housing on December 8, 2013 and served breakfast to the residents.

***Fact:*** Many residents do not partake of food provided.

***Finding 03:*** The participants appeared to not respond well to being rushed through the meal.

***Fact:*** Lunch is not served to the regular residents.

***Fact:*** The regular residents must leave Connections Housing in order to eat lunch.

***Fact:*** Food vending machines are located in the dining room.

**Finding 04:** Vending machines are not accessible during hours when residents are more likely to need them.

*Fact:* There is no funding for food in the Fiscal 2014 budget.

*Fact:* Urban Angels currently donates the food for the interim residents.

**Finding 05:** Having a food category in the budget would allow better planning and stability.

*Fact:* The Health Center opened in January of 2013 and in the original CUP was allowed to be open seven days a week.

*Fact:* The Health Center is only open Monday through Fridays, eight hours a day.

**Finding 06:** Health Services need to have more accessible hours, including weekends.

*Fact:* There are two people on PATH's street outreach team.

**Finding 07:** More than two people would greatly improve the ability to address the needs of the homeless in the targeted area.

*Fact:* The Depot was closed during most of the month of December 2013.

**Finding 08:** There is more need for the Depot to be open during the Holidays.

*Fact:* Both PATH and Alpha Project have counseling responsibilities for the interim and SRO residents.

**Finding 09:** This dual responsibility has caused confusion for the SRO residents.

*Fact:* SRO tenants are not given a key fob which allows entry to the Community room and Patio.

**Finding 10:** SRO tenants pay rent and are entitled to use the Community room and adjacent Patio without having to wait to be escorted.

*Fact:* The Community room is closed at night and on weekends.

**Finding 11:** Because of the limited time the Community Room is open it is under-utilized.

***RECOMMENDATIONS***

The 2013/2014 San Diego County Grand Jury recommends that the San Diego City Council direct the San Diego Housing Commission and Civic San Diego to:

- 14-86: Make the Connections Housing budget more transparent by clearly defining all categories.**
- 14-87: Increase the number of people who participate in street outreach.**
- 14-88: Require a regular head count for meals in order to obtain a realistic number of diners.**
- 14-89: Expand the breakfast hours from 7:00 a.m. to 9:00 a.m. to allow more people access to the most important meal of the day.**
- 14-90: Allow the residents to go to meals without an escort and eat within a reasonable amount of time.**
- 14-91: Provide an allocation for food in future budgets.**
- 14-92: Work with staff and volunteers to insure that the Depot be fully staffed during the month of December.**
- 14-93: Assign the responsibility and related funding to Alpha Project so that Alpha Project may counsel and provide for the needs of all SRO residents.**
- 14-94: Issue key fobs to SRO tenants allowing them entry to the Community Room and adjacent Patio.**
- 14-95: Arrange to have the Community Room open some nights and weekends.**
- 14-96: Expand the Health Center hours to include Saturdays and Sundays.**

***REQUIREMENTS AND INSTRUCTIONS***

The California Penal Code §933(c) requires any public agency which the Grand Jury has reviewed, and about which it has issued a final report, to comment to the Presiding Judge of the Superior Court on the findings and recommendations pertaining to matters under the control of the agency. Such comment shall be made no later than 90 days after the Grand Jury publishes its report (filed with the Clerk of the Court); except that in the case of a report containing findings and recommendations pertaining to a department or agency headed by an elected County official (e.g. District Attorney, Sheriff, etc.), such

comment shall be made within 60 days to the Presiding Judge with an information copy sent to the Board of Supervisors.

Furthermore, California Penal Code §933.05(a), (b), (c), details, as follows, the manner in which such comment(s) are to be made:

- (a) As to each grand jury finding, the responding person or entity shall indicate one of the following:
- (1) The respondent agrees with the finding
  - (2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
- (b) As to each grand jury recommendation, the responding person or entity shall report one of the following actions:
- (1) The recommendation has been implemented, with a summary regarding the implemented action.
  - (2) The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation.
  - (3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This time frame shall not exceed six months from the date of publication of the grand jury report.
  - (4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
- (c) If a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the Board of Supervisors shall respond if requested by the grand jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision making authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.

Comments to the Presiding Judge of the Superior Court in compliance with Penal Code §933.05 are required from:

<b>Responding Agency</b>	<b>Recommendations</b>	<b>Due Date</b>
<b>San Diego City Council</b>	<b>14-86 through 14-96</b>	<b>08/27/14</b>