



THE CITY OF SAN DIEGO

MEMORANDUM

DATE: July 18, 2024
TO: Honorable Council President Elo-Rivera and Members of the City Council
FROM: Sarah Jarman, Director, Homelessness Strategies and Solutions Department
SUBJECT: Update on the Comprehensive Shelter Strategy

I. Introduction

In June 2023, the Homelessness Strategies and Solutions Department (Department) presented the first Comprehensive Shelter Strategy to the San Diego City Council. The strategy was developed at a point in time and is a living document that is meant to be changed and updated to meet the evolving needs of the population. The strategy defined the current City of San Diego (City) funded shelters (including safe parking), outlined shelters in need of transition, and provided an analysis of the type and quantity of shelter beds needed in our region. This update provides a summary of progress that has been made over the last year and highlights proposed and planned future projects. Similar to last year's report, this update is representative of a point in time is meant to be adjusted in the future to reflect changes in the system.

II. 2024 Point-in-Time Count

The 2024 Point-in-Time Count reported a total of 10,605 individuals experiencing homelessness in the San Diego region. Of that amount, a total of 6,783 persons were reported to be experiencing homelessness within the City. This represents a total of 64% of the region's homelessness population residing in the City. The table below provides a breakdown of the total number of persons experiencing homelessness by region.

Table with 3 columns: Region, % of the Region, Total Number of Persons Experiencing Homelessness. Rows include City of San Diego, North County Inland, North County Coastal, South County, East County, and a TOTAL row.

The following chart reports the City’s 2024 Point-in-Time Count results compared to 2023. Overall, the City saw an increase of 4% in unsheltered and sheltered homelessness. The number of individuals experiencing unsheltered homelessness rose by 6%, or 204 individuals, compared to the year prior. The number of sheltered individuals also saw an increase of 2%, or 79 individuals. It is important to note, however, that based on guidance from the US Department of Housing and Urban Development, the City’s two Safe Sleeping sites and four Safe Parking sites are not counted under “sheltered” for purposes of the Point-in-Time Count, but rather “unsheltered.” This highlights an operational on-the-ground difference in the numbers presented.

City of San Diego Point-in-Time Count Results: 2023 and 2024			
	2023	2024	2023 to 2024 % Change
Sheltered	3,215	3,294	2%
Unsheltered	3,285	3,489	6%
<b>TOTAL</b>	<b>6,500</b>	<b>6,783</b>	<b>4%</b>

The 2024 Point-in-Time Count also provided demographic information on the City’s homelessness population. The count reported a majority of individuals experiencing both unsheltered or sheltered homelessness identified as male. A total of 69% of the unsheltered population identified as male, whereas 29% identified as female, 1% identified as non-binary, and 1% identified as more than one gender. The sheltered population saw similar trends, however, there was a smaller gap between males compared to females. The count reported 61% of those that were sheltered identified as male, 38% identified as female, and 1% identified as non-binary.

City of San Diego 2024 Point-in-Time Count: Population by Gender		
Gender	Unsheltered	Sheltered
Male	69%	61%
Female	29%	38%
Non-Binary	1%	1%
More Than One Gender	1%	N/A

In addition, the Point-in-Time Count results also provided insight on racial demographics. The table below displays the findings from the count.

City of San Diego 2024 Point-in-Time Count: Population by Race							
	American Indian	Asian or Asian American	Black, African American, or African	Native Hawaiian or Pacific Islander	White	Multiple Races	Singularly Hispanic
<b>Unsheltered</b>							
Hispanic	0%	0%	0%	0%	1%	1%	24%
Non-Hispanic	3%	2%	21%	1%	43%	3%	0%
<b>Sheltered</b>							
Hispanic	2%	0%	2%	1%	25%	1%	11%
Non-Hispanic	1%	2%	20%	1%	32%	3%	0%

Furthermore, the Point-in-Time Count reported increases in the number of families and youth experiencing homelessness. Compared to 2023 data, the 2024 count illustrated a significant increase in unsheltered families experiencing homelessness which rose by 113%. Youth unsheltered homelessness also saw a major increase of 76% when comparing 2023 to 2024 results. Sheltered homelessness also saw increases for both populations including a 9% increase for families and 10% increase for youth. The chart below provides additional details of the 2023 and 2024 counts.

City of San Diego Point-in-Time Count: Families and Youth						
	2023: # of Unsheltered Persons	2024: # of Unsheltered Persons	Change from 2023 to 2024: Unsheltered	2023: # of Sheltered Persons	2024: # of Sheltered Persons	Change from 2023 to 2024: Sheltered
<b>Families</b>	47	100	113%	650	710	9%
<b>Youth</b>	182	321	76%	672	745	10%

Although the Point-in-Time Count is conducted at a single moment in time, the results of the count provide critical information on the population the City aims to serve. The data retrieved from the count is used to help inform the types of programming needed and areas where additional resources may be necessary to best reach the maximum amount of people coupled with the appropriate services for their needs.

**III. Recent Shelter Accomplishments**

The original Comprehensive Shelter Strategy laid out potential shelter options to expand capacity and diversify shelter options in the system. The goal outlined at the time was to achieve an increase of 600 shelter beds. Over the course of a year, the Department has worked diligently to implement several of the options presented in the strategy. The Department, in partnership with other City departments, the San Diego Housing Commission (SDHC), and service providers, opened two Safe Sleeping sites, expanded non-congregate and congregate shelter capacity, and provided emergency response to inclement weather incidents all within one year.

Added Bed Capacity	
Shelter	New Beds
16th & Newton	50 beds
17th & Imperial	12 beds
Travelodge	168 beds
DV Shelter	160 beds
20th & B Safe Sleeping	136 tents
O Lot Safe Sleeping	408 tents
<b>TOTAL</b>	<b>934 Beds</b>

**New Non-Congregate Shelters**

Within the last year, the Department has opened two new non-congregate shelters, one shelter for families with children and one shelter for survivors of domestic violence.

The family shelter opened in August 2023 and is located at a former motel in Barrio Logan. City staff worked to prepare the site for shelter operations which included the installation of vehicle and pedestrian gates for added security, general IT and security upgrades, and the creation of a family gathering and dining space. Startup costs totaled approximately \$163k. Alpha Project operates the 42-room shelter, and the SDHC administers the contract on behalf of the City. The first families to reside at the shelter were relocated from the Golden Hall 2<sup>nd</sup> floor shelter. The program provides participants with supportive services such as case management and housing navigation to find permanent or other form of longer-term housing options. In addition, the program offers basic needs assistance, meals, laundry, and mail services. From program start through May 31, 2024, the shelter has served 226 individuals, including 121 children under the age of 18 years old, and 48 individuals have exited to permanent or other forms of long-term housing.

In partnership with the State of California, County of San Diego, and the City Attorney’s Office, the Department opened a new shelter for survivors of domestic violence in April 2024. Casa Mariposa, operated by SBCS (formerly South Bay Community Services), is safe, secure, confidential, and family-friendly. The non-congregate shelter offers survivors the services they need to get their lives back on track and ensure they do not fall into homelessness when they leave their abusers. Services include intensive case management, individual and support group counseling, court accompaniment, emergency support (food, clothing, transportation), childcare, mobile health clinic, legal support, parenting support, and referrals to internal and external programs including SBCS therapeutic preschool, “Mi Escuelita.” Referrals into the shelter are made through the City’s Your Safe Place and the County of San Diego’s One Safe Place Family Justice Centers. As of June 2024, the program has already served 32 families with a total of 89 individuals.

**Safe Sleeping Program**

In the Spring of 2023, the City announced it was working towards opening its first Safe Sleeping site. The Safe Sleeping Program offers a safe and secure space as an alternative to traditional shelter for individuals experiencing unsheltered homelessness. The first site to open was the 20th & B facility located at the City’s Central Operations Yard in Golden Hill. The program provides on-site amenities and services, including meals,

restrooms, showers, transportation, storage trailers, case management, basic needs assistance, and resource referrals. The most unique aspect of Safe Sleeping is that couples, friends/support pods, and other groupings of people can enter the program together. Major site improvements included the installation of fencing for security measures, and new electrical and sewer connections. In total, the cost for site preparation was approximately \$68,000. The site opened on June 30, 2023, and is operated by Dreams for Change. The site has capacity for 136 spaces with up to two individuals per tent.

Following the success of the 20<sup>th</sup> & B Safe Sleeping site, the City opened a second location in the Fall of 2023 located on City property at the edge of Balboa Park. The O Lot facility took four months to open, which was an expeditiously executed timeline given the sheer size of the property. The site could not have opened without the support from several City departments including General Services – Facilities Services Division, Transportation, Parks and Recreation, Public Utilities Department, Library, Special Events, San Diego Police Department, San Diego Fire Rescue, Engineering and Capital Projects, Environmental Services Department, Economic Development Department, Purchasing and Contracting Department, Communications Department, and the City Attorney's Office.

Site improvements were made to prepare the site for operations which included the installation of fencing, stabilization and expansion of an access road, addition of new fire hydrants, installation of approximately 2,500 feet of temporary power lines, addition of a new water meter, and connections to sewer stub-outs. Additionally, Staff from General Services – Facilities Services Division constructed durable four-inch platforms placed underneath each tent to provide protection from weather conditions. These platforms were also built and added to the 20<sup>th</sup> & B site. In total, the startup costs to prepare the site for operations was approximately \$500,000. Operation of the O Lot began on October 16, 2023. The site has capacity for up to 408 spaces, each allowing room for two people per tent. The site is split into three tiers. Two of the tiers are operated by Dreams for Change, and the third tier is operated by Downtown San Diego Partnership.

From July 1, 2023 through May 31, 2024, the Safe Sleeping Program has served 1,299 individuals across both sites. Anecdotally, the program has been able to reach a greater number of people who may have never touched the shelter system before and would likely be deemed chronically homeless as defined by the Department of Housing and Urban Development. This is, in part, due to the fact that people that have been unsheltered for a longer period of time are accessing shelter for the first time, specifically this intervention. Program data shows that of the 1,299 individuals served, 1,116 people, or 86%, reported to be sleeping in a place not meant for habitation prior to their enrollment into the Safe Sleeping Program. The program offers a creative shelter option in the overall shelter system and provides individuals with an alternative to traditional shelter options. The Safe Sleeping sites represent the City's commitment to explore every opportunity and ensure no stone is left unturned.

### **Expansion of Congregate Shelters**

In addition to expanding shelter capacity through the opening of new shelters, the City also expanded shelter capacity within existing congregate shelters. The Department worked with the SDHC and Alpha Project to expand capacity at the 17th & Imperial and 16th & Newton shelters. In August 2023, 12 additional beds were added to the 17th &

Imperial location, bringing the total to 140 beds, and 50 beds were added at the 16th & Newton shelter, expanding capacity to 326 beds. The new beds increased the 17th & Imperial program budget by \$157k and by \$504k for the 16th & Newton shelter.

#### **Storm Related Shelter Relocations**

In the last year, the Department has had to relocate multiple shelters due to severe weather incidents. The first relocation took place in August 2023 in anticipation of Hurricane Hilary, which was later downgraded to a tropical storm. Out of an abundance of caution, operations at the 20<sup>th</sup> & B site were relocated to the second floor of Golden Hall. Clients moved back to 20<sup>th</sup> & B after the storm had passed. Given the significant amount of rain received at the beginning of 2024, the Department had to relocate this program two additional times, the most significant rain event taking place on January 22 which flooded the site. The Department worked with multiple City departments including Office of Emergency Services, Parks and Recreation, and General Services – Facilities Services Division, in addition to nonprofits Dreams for Change and the Lucky Duck Foundation, to quickly relocate individuals and staff to the second floor of Golden Hall. Dreams for Change was able to work quickly in coordination with the Department to assess the site for damages, in which there were minimal, and the program was able to transition back to its original location shortly thereafter.

Unfortunately, the shelter located at 16<sup>th</sup> & Newton experienced major damages after the site flooded from the January 22 storm. 326 clients were relocated to a temporary shelter at the Balboa Park Activity Center. The shelter was quickly stood up thanks to the expeditious response from the Parks and Recreation Department and Office of Emergency Services who worked with Alpha Project, SDHC, and the Department to coordinate the urgent move. Following the storm, the Department worked with the Office of Emergency Services to remobilize the 16<sup>th</sup> & Newton site. Given the severity of the flood, belongings, furniture, appliances, supplies, and mattresses all had to be disposed of. The tent structure itself incurred damages and the insulation from the interior of the membrane walls had to be removed and repaired. In addition, two office trailers and a laundry trailer were replaced, and the entire site was cleaned and fully sanitized. Participants remained at the Balboa Park Activity Center for the entirety of the shelter rehabilitation, and the 16<sup>th</sup> & Newton shelter was reopened on May 8, 2024.

#### **IV. Current Shelter Inventory**

In June 2023, when the previous shelter strategy was released, the City reported a total of 1,784 beds throughout the system. With the additions of the Safe Sleeping Program, expansion of existing shelters, and opening of two new shelters, the City's current shelter capacity is over 2,500 beds. The following chart provides a breakdown of City-funded shelters and their capacity.

Current Shelter Capacity		
Shelter	Population	Capacity
16th & Newton	Men and women	326 beds
17th & Imperial	Men and women	140 beds
C-HRT	Men and women	44 beds
Rosecrans	Men and women	150 beds
Golden Hall 2nd Floor	Men	264 beds
DV Shelter	Women with children	160 beds
Old Central Library	Women	34 beds
Seniors Landing	Senior men and women	34 rooms
Travelodge	Families	168 beds
C-HRT Safe Haven	Men and women	22 beds
Father Joe's Bishop Maher Center	Women	28 beds
Father Joe's Paul Mirabile Center	Men and women	350 beds
LGBTQ+ TAY (Clairemont)	Transition-age youth	9 beds
LGBTQ+ TAY (Midway)	Transition-age youth	14 beds
PATH Connections	Men and women	80 beds
Rachel's Promise	Women	40 beds
Salvation Army Interim Family	Families	32 beds
San Diego Youth Services	Transition-age youth	17 beds
Urban Street Angels Youth	Transition-age youth	52 beds
20th & B Safe Sleeping	Men and women	136 tents
O Lot Safe Sleeping	Men and women	408 tents
<b>TOTAL</b>		<b>2,508 beds</b>

Despite the increase in capacity, the City continues to see traditional shelters hover near capacity each night. In addition, the City's Safe Sleeping sites have averaged around 83% occupancy from January through June of this year. Moreover, according to data provided by SDHC, 81% of shelter referrals remain incomplete for SDHC contracted beds. It is important to note that this statistic may account for duplicative requests from individuals for a shelter bed. These numbers illustrate that it is evident that more emergency shelter beds are needed in the city. The City's [Community Action Plan on Homelessness](#) was [updated](#) last year and identified the need for an additional 410-820 crisis response beds for individual households and 55-100 crisis response beds for family households over a ten year time period. This anticipated need also assumes that other interventions such as prevention, diversion, and the construction of affordable and permanent housing also occur.

From July 1, 2023 through May 31, 2024, City-funded shelters have served 4,773 individuals. Of the total, 4,548 were adults over the age of 18 years old, 225 were children under the age of 18 years old, 660 were youth under the age of 25 years old, and 209 were veterans. Program data also shows that 1,657 persons, nearly 35%, were reported to be experiencing chronic homelessness. Over the course of the 11 months, 606 individuals successfully exited the shelter program to permanent or other forms of long-term housing.

**V. Shelter Beds Coming Offline**

As reported in the previous shelter strategy, there are existing shelters that will have to demobilize in the near future. The chart below details the shelters that will need to be closed or relocated.

<b>Shelters Coming Offline</b>			
<b>Shelter</b>	<b>Capacity</b>	<b>Estimated Closing Date</b>	<b>Reason for Closing</b>
Old Central Library	34 beds	July 19, 2024	Expiration of the temporary permit. Redevelopment plans for the property to be a mixed-use space for shelter and housing.
Rachel's Promise	40 beds	End of 2024	The property is being redeveloped.
Golden Hall	264 beds	End of 2024	Expiration of the temporary permit given the facility's condition and type of use.
16 <sup>th</sup> & Newton	326 beds	TBD	Development of naturally affordable housing construction project adjacent to the property. Site also is prone to flooding during inclement weather.
Father Joe's Paul Mirabile Center	350 beds	End of 2024	Redevelopment plans to turn existing shelter into a detox and sober living center.
20 <sup>th</sup> & B Safe Sleeping	136 tents	TBD	Expiration of temporary use on dedicated parkland.
O Lot Safe Sleeping	408 tents	TBD	Expiration of temporary use on dedicated parkland.
C-HRT	44 beds	January 2025	Expiration of the temporary permit and future redevelopment as part of the Midway Rising project. The Department is working with Engineering & Capital Projects and Development Services Department to provide necessary upgrades so as not to have to continue operating under temporary fire permits, until such time that the building is demolished for redevelopment.
<b>TOTAL</b>	<b>1,602 beds</b>		

The closing of these shelters further illustrates the need to expand the City's current shelter capacity. With 1,602 beds needing new locations or coming offline in the future,



plus the Community Action Plan’s assessment of a need for an additional 410–820 crisis response beds for individual households and 55–100 crisis response beds for family households, it is critical that the City seek new shelter opportunities in addition to the proposed Hope @ Vine campus. The Department continues to look for potential spaces to relocate these beds and will continue to work diligently with the Economic Development Department and SDHC to site available spaces.

**VI. Funding Breakdown**

Through the fiscal year 2025 budget, the City increased resources for homeless shelter programs by \$13.6 million over fiscal year 2024 shelter allocations. This commitment reflects the investment in meeting the needs identified in the Community Action Plan on Homelessness as well as the implementation of the Comprehensive Shelter Strategy.

FY 2025 Program Budgets	
Intervention	Budget*
Shelters	\$66,741,112
Outreach	\$7,886,313
Administration	\$4,640,534
Safe Parking	\$4,644,899
Supportive Services	\$8,072,733
Storage	\$2,030,299
Housing	\$4,135,139
Family Reunification	\$785,478
<b>TOTAL</b>	<b>\$98,936,507</b>

*\*Includes \$8M in Affordable Housing Funds*

As the Department’s budget depicts, the City is invested in providing emergency shelter beds and has consistently led the region’s emergency response by providing the bulk of crisis response beds in the region. Through strategic collaboration between the City, County of San Diego, and Regional Task Force on Homelessness in development of the application and implementation of the State of California Homeless Housing, Assistance, and Prevention (HHAP) grants, the region worked together on proposed funding uses to ensure funding plans are complementary of one another and not duplicative. The following chart illustrates how the three agencies have proposed to allocate their HHAP Round 5 funds to expand across categories within the homelessness system as much as possible.

Proposed HHAP-5 Funding Plan Summary*			
Eligible Use Category	City	County	RTFH
Prevention and Shelter Diversion	15%		
Operating Subsidies – Interim Housing	58%		
Street Outreach	10%		17%
Rapid Rehousing		66%	41%
Services Coordination			3%
Systems Support		1%	20%
Planning			1%
Youth Set Aside	10%	25%	10%
Administrative Costs (including HMIS administration)	7%	8%	8%

\*These are proposed funding plans. Allocations are subject to change.

**VII. Future Shelter Opportunities**

As homelessness continues to rise in San Diego, it is imperative to note the need for additional shelter is underscored by the growing deaths of the City’s unsheltered population on the streets. According to the San Diego County Medical Examiner, there were approximately 600 deaths of persons experiencing homelessness in 2023 alone. Understanding the need to diversify and expand shelter capacity to address this humanitarian crisis, the Department has worked alongside many other City departments and the SDHC to seek space for shelter expansion. In addition, through conversations with the SDHC and service providers, it has been shared that providers are seeing an uptick in the need for family shelters. The Department is also still in conversations with the school district on family safe parking options. As stated in the previous strategy, the Department worked with the Economic Development Department last year to identify properties that could potentially be used for shelter space. As part of the search, the departments sought out warehouses and underutilized parking lots, in addition to City-owned land. After months of searching and analysis of available options, the City is proposing several new options to expand shelter capacity.

**Hope @ Vine Campus**

Located just north of downtown and at the southern end of the Midway–Pacific Highway Community Plan area of Council District 2 is the proposed Hope @ Vine campus. The site includes approximately 65,000 square feet of indoor spaces with an open floor plan allowing for flexibility on how the site can be creatively repurposed. Given there are two separate buildings on the site including a multi-level floorplan, the vision is to have multiple separate shelters to serve a variety of clients. The initial site plan and occupancy estimates provided by the Fire Marshal indicates that the space can accommodate

approximately 1,000 beds in a traditional congregate style setting. The property will also have full ADA accessibility and can accommodate additional uses to ensure full capability and on-site services mentioned below.

The property has the capacity to include approximately 69 indoor restrooms and showers, an industrial kitchen, an elevator, office and storage space, and space for laundry facilities and a dining area. The site can also accommodate mobile units used to provide medical, dental, and veterinary care or flexible “office” space can be included in the final design to ensure shelter clients have regular onsite access to these types of services. Additionally, there is a desire to activate the onsite outdoor courtyard areas for use by shelter clients so that all sub-populations have separate outdoor space to enjoy. Examples include pet relief area, family only playground, areas for various recreation including sports, reading, meditation, or gardening. The site plan and operations include a commercial kitchen to provide meals to all shelter clients. Currently, a majority of City-funded shelters have food delivered to the shelter sites, which incurs additional costs. Having a commercial kitchen onsite will result in cost savings and increase program efficiency. The commercial kitchen may also provide the opportunity for a workforce development program. The Department is working to develop a workforce partnership program that will leverage the commercial kitchen and operator to support onsite development and training of shelter clients. The initial site plans include office space for case management, secure client entrance areas, space for operational staff and security. In addition, the Department envisions space for client mailboxes, indoor study areas for families with school age children and other computer areas for shelter clients to maintain access to email and other critical housing readiness documents and communication.

Given the flexibility that can be designed from the ground up, the Department also envisions a facility that allows for innovative pilots such as sleeping pods or roommate style configurations. Ultimately space and configuration pilots will depend on the appropriateness for each individual and the sub-population. The open floor plan provides the opportunity to shift and rearrange spaces to best meet the needs of the changing population in future years. Based on a conservative estimate, the Department anticipates serving over 30,000 San Diegans over the next ten years. The Department believes this intentional and holistic project will reduce the “stigma” often associated with unsheltered homelessness. The City envisions working collaboratively with the County of San Diego and other partner agencies to offer on-site wraparound services including basic needs assistance, resource referrals, case management, housing navigation, and onsite public and behavioral health services, with the ultimate goal of connecting individuals experiencing homelessness to permanent or other forms of long-term housing.

### **Family Shelter Expansion**

The FY25 budget process allocated an additional \$450,450 to the SDHC to expand family shelter bed capacity at the Salvation Army Family Interim Shelter. The SDHC estimates the 39 new beds will be available by August 2024. This will expand the shelter’s ability to serve families with a single mother as the head of household and will also add 7 single beds for women in a semi-congregate environment.

**H Barracks**

The H Barracks site was originally proposed in last year’s shelter strategy. The report identified two potential uses, including two sprung structure shelters and Safe Parking. In April 2024, the City announced it will be moving forward in utilizing this location to expand the Safe Parking Program. The application approved by the California Coastal Commission on July 10, 2024, includes the opportunity for the development of up to two sprung structures.

For individuals or families, that have lost their house or apartment, maintaining access to their vehicle provides critical economic and safety advantages. Safe Parking captures these households and connects them to an area to have their basic needs met along with housing navigation and other case management services. Without safe parking options, these households would likely struggle to stay connected to their case manager, spend increased income meeting their basic needs, and park and sleep on city streets. Preventing households from sinking deeper into unsheltered homelessness is the main goal of Safe Parking. Once developed, the site will have capacity for approximately 200 spaces for a combination of standard sized and oversized vehicles and will provide a safe place to stay for unhoused individuals and families who are currently living in their vehicles. H Barracks will offer the opportunity for the City to open its second safe parking lot for oversized vehicles. Similar to the other locations, the program will provide access to restrooms, case management, housing navigation, basic needs assistance, and resource referrals to connect individuals and families to the supportive services that best meet their needs. The site will also include lighting, fencing, and security.

Safe Parking Program Capacity	
Location	Capacity
Balboa Avenue	60 spaces
Aero Drive	60 spaces
Mission Valley	86 spaces
Rose Canyon*	15 spaces, 12 camper trailers
<b>TOTAL CURRENT CAPACITY</b>	<b>233</b>
H Barracks	200 spaces**
<b>TOTAL EXPANDED CAPACITY</b>	<b>433 spaces</b>

*\*In addition to the 15 spaces, the program also includes 12 trailers for families to reside in.*

*\*\*This is an estimate and capacity will fluctuate dependent on the number of standard-sized and oversized vehicles.*

The transformation of H Barracks will nearly double the capacity of our City’s Safe Parking Program, significantly expanding services for individuals and families residing in their vehicles. At this time, the City is not moving forward with that potential second phase and is currently activating the site for the purpose of Safe Parking, however, phase two is part of a contingency plan should the Hope @ Vine campus or similar project not move forward.

**Safe Parking at Old Central Elementary**

As mentioned in the original Comprehensive Shelter Strategy, the Department is in conversations with the San Diego Unified School District on the potential to utilize the former Central Elementary site as a new Safe Parking location for families with children. Upon initial site assessment, the school site could accommodate approximately 40 spaces to provide a safe space for families with children to park overnight. The Department

envision the program to operate similar to the City’s other sites and include resources such as access to restrooms, case management, housing navigation, basic needs assistance, and resource referrals. Since the initial proposal discussed last year, the site had been utilized by the County of San Diego for other purposes until approximately the spring of this year. At this time, the Department is working with SDUSD on a lease agreement. Future plans for the site include the development of affordable housing.

**Safe Sleeping Expansion**

In looking at the City’s existing shelter system and understanding the need for additional capacity, the Department performed an analysis of the current system to seek opportunities for expansion. The Department has determined that both Safe Sleeping sites have additional space that can be maximized to expand the program. Initial assessment identifies an additional 50 spaces can be placed at the 20<sup>th</sup> & B site while an additional 142 spaces can be added to O Lot. Site capacity could be increased by fall of 2024.

<b>Safe Sleeping Program Capacity</b>	
<b>Location</b>	<b>Capacity</b>
20th & B	136 tents
O Lot	408 tents
<b>TOTAL CURRENT CAPACITY</b>	<b>544 tents</b>
20 <sup>th</sup> & B	50 tents
O Lot	142 tents
<b>TOTAL EXPANDED CAPACITY</b>	<b>736 tents</b>

In order to implement these expansions, the Department would need to amend the existing service provider contracts to include the expanded capacity and adjust the program budget. Based on estimates, the 20<sup>th</sup> & B program and ancillary costs would increase by an estimated \$900k annually. The expansion of two tiers at O Lot would increase the program and ancillary budget by approximately \$3.3 million annually.

**Other Potential Sites**

As mentioned in the original Comprehensive Shelter Strategy, the Department has assessed and continues to explore all opportunities for shelter expansion. The Department worked with the Economic Development Department who provided a list of 19 sites to consider. The Department also presented all options it was assessing as part of the original Comprehensive Shelter Strategy. These sites remain potential options to consider and include properties such as libraries, warehouses, underutilized parking lots, and City-owned land. The table below provides an overview of the sites that were presented in the original strategy and the status of where each one currently stands. The Department remains adamant that every option be considered, and no options are left off the table. Please see Attachments 1, 2, and 3 for a full detailed description of selection criteria, locations, and assessments.

Shelter Site Assessment	
Location	Status
<b>Short-Term Options</b>	
Leased Warehouses	Pending approval (Hope @ Vine)
Leased/Purchased Vacant Religious Facilities	Continuing review
Camp Barrett	Continuing review—operational challenges
Travelodge	Completed/open for operations
Golden Hall, Second Floor	Completed/open for operations
16 <sup>th</sup> & Newton Expansion	Completed/open for operations
17 <sup>th</sup> & Imperial Expansion	Completed/open for operations
DV Shelter	Completed/open for operations
Urban Street Angels Youth Shelter	Completed/open for operations
LGBTQ+ Youth Shelter	Completed/open for operations
<b>Medium-Term Options</b>	
H Barracks	Site Prep Underway
HomeKey Hotels	Awarded and in progress
San Diego Unified School District Surplus Property	In progress (lease negotiations)
<b>Long-Term Options</b>	
Old Central Library	In progress (RFP for redevelopment)
Homelessness Response Center	In progress (Negotiations with respondent underway)

Safe Sleeping Site Assessment	
Location	Status
<b>Short-Term Options</b>	
20 <sup>th</sup> & B	Completed/open for operations
Inspiration Point Parking Lot	Continuing review
<b>Medium-Term Options</b>	
O Lot	Completed/open for operations

Safe Parking Site Assessment*	
Location	Status
<b>Short-Term Options</b>	
Aero Drive Safe Parking Site Expansion	Continuing review
Dreams for Change Safe Parking Site Expansion	Continuing review
4 <sup>th</sup> & Beech	Continuing review
<b>Mid-Term Options</b>	
Malcom X Library	Continuing review
Serra Mesa Library	Continuing review
Mira Mesa Library	Continuing review
Mission Valley Library	Continuing review
Pacific Beach Library	Continuing review
Skyline Hills Library	Continuing review
San Diego Unified School District Surplus Property	In progress
<b>Long-Term Options</b>	
H Barracks	In progress (site preparations underway)

\*Note that properties listed for Safe Parking may also be considered for shelter and/or Safe Sleeping options.

**VIII. Solicitations for New Sites**

In addition to the options detailed in the previous section, the Department continues to seek opportunities for shelter expansion. The Department consistently works with other City departments, including Economic Development, to assess City-owned properties for feasibility. In addition, the Department has already drafted a solicitation to request proposals for privately owned properties that may be conducive for shelter. The current solicitation includes requests for properties such as warehouses/commercial space, religious facilities, underutilized parking lots, or vacant land that can be viable to stand up a congregate, non-congregate, or sprung structure-like shelter, or a Safe Parking or Safe Sleeping program. The Department will provide the City Council with written updates as well as required Council action items, as necessary. The SDHC is also working on a Request for Statement of Qualifications to solicit sites for this same purpose. The Department is working in collaboration with the SDHC and is eager to help evaluate any responses received. Furthermore, the Department is also willing to help provide an initial assessment of any properties the Council Offices would like to propose.

**IX. Collaboration with Other Jurisdictions**

Unfortunately, homelessness is a major issue that is affecting jurisdictions throughout North America. The City’s response to this crisis has captured the attention from a number of cities and counties. Over the last year, the Department has met with each of the following jurisdictions to provide insight on our programs and services:

- City of Escondido
- City of Chula Vista
- City of Oceanside
- City of Fresno
- County of Sacramento
- City of San Jose

- City of Phoenix
- City of Salt Lake
- City of Fort Lauderdale
- City of Tijuana, Mexico
- City of Calgary, Canada

While several of these jurisdictions originally reached out regarding the new Safe Sleeping Program, the Department was also able to offer details on the City's shelter system as a whole. Many of the jurisdictions noted the City's ability to think creatively, execute projects quickly from the ground up, and serve many through its variety of shelter offerings. Through these meetings, the Department was also able to learn from the actions taken by other jurisdictions and lessons learned. For example, the cities of Phoenix, Salt Lake, and Calgary all provided their experiences with their shelter programs. One common theme throughout these conversations is that the needs of the populations are ever changing, and jurisdictions need to remain nimble and proactive when developing and implementing short, medium, and long-term programs. The Department continues to research and connect with other jurisdictions to learn from their experiences and gather ideas to develop new projects or enhance existing programs.

#### **X. Commitment To Constant Improvement & Programmatic Data to Evaluate Shelters**

The Department simultaneously wants to acknowledge that along with expansion and diversification of emergency shelters, improvement to existing shelter operations should also be a priority. The Department is looking forward to continuing to work collaboratively with the SDHC to evaluate the effectiveness of each dollar spent and the reportable outcome achieved across all programs, but especially focused on the City-funded shelter system. The Department plans to incorporate research, qualitative and quantitative data gathering and analysis, and client surveys into system updates that should place more emphasis on shelter clients and maximize each dollar spent going to the client to support their exit from homelessness.

#### **XI. Conclusion**

The City has made significant strides to expand shelter capacity over the last year, but the need to increase the number of shelter beds within the city continues. The Department is committed to continuing the search for shelters and remains dedicated in providing individuals experiencing homelessness with the resources and services they need, with the ultimate goal of connections into permanent or other form of long-term housing. The Department looks forward to working in collaboration with the City Council, regional partners, local service providers, and the community. The Department will keep the City Council apprised of any updates to this strategy.



Sarah Jarman  
Director

- Attachments:
1. Shelter Analysis
  2. Safe Sleeping Analysis
  3. Safe Parking Analysis



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Honorable Council President Elo-Rivera and Members of the City Council

July 18, 2024

cc: Paola Avila, Chief of Staff, Office of the Mayor  
Eric Dargan, Chief Operating Officer  
Charles Modica, Independent Budget Analyst  
Kristina Peralta, Deputy Chief Operating Officer  
Matt Yagyagan, Director of Policy, Office of the Mayor  
Kohta Zaiser, Council Affairs Advisor, Office of the Mayor