



THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: June 8, 2023
TO: Honorable Council President Elo-Rivera and Honorable Members of the City Council
FROM: Sarah Jarman, Director, Homelessness Strategies and Solutions Department
SUBJECT: City of San Diego Comprehensive Shelter Strategy

I. Introduction

The City of San Diego's (City) Homelessness Strategies and Solutions Department (HSSD) is tasked with developing and executing policies designed to prevent and end a person's experience with homelessness. By working creatively and collaboratively with our regional partners, HSSD assists in and administers a client-centered homeless assistance system that aims to prevent homelessness and quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.

The City has significantly expanded its homeless serving programs over recent years, and in turn, has created a system of services across the continuum. While the City has adopted different plans and guidelines, there has never been a written comprehensive shelter strategy outlining short-, medium-, and long-term solutions to our clients' shelter needs. This comprehensive shelter strategy seeks to define current City-funded shelters (including safe parking), outline shelters in need of transition, and provide an analysis of the type and quantity of shelter beds needed in our region. While this plan was developed at a point in time, it is important to note that HSSD considers this strategy a living document that should be updated and changed based on the needs of clients we are seeing throughout our community; the quantity of interventions may need shifting, and HSSD intends to adjust the types and levels of service as new information is received.

The 2023 Point-In-Time Count was released today showing a 22% increase in the region's homelessness population. In drafting this plan, we anticipated an increase in the Point-In-Time Count based on a nationwide increase in unsheltered homelessness due to various factors addressed in this report. The numbers in this document will be updated once the 2023 data has been reviewed.

II. Recent Hearings and the Requests from City Council

At the March 20, 2023 Council Meeting, HSSD presented the “Second Amendment to the Non-Profit Agreement with Jewish Family Service for the Safe Parking Program” item to request approval for the expansion of the program to a fourth site at the City’s Rose Canyon Operations Yard. Council President Elo-Rivera made a motion to “Request that staff present to City Council by April 28, 2023, on their site analysis of temporary shelter opportunities, to include estimated cost breakdowns, summaries of the sites’ viability, and if the sites are not viable, what could be done to make them viable.” The Council President’s Office has provided HSSD with an extension, and HSSD has requested to present this item at the City Council Meeting taking place on June 13, 2023.

At the April 13, 2023 Land Use and Housing Committee Meeting, Councilmember LaCava made a motion on the Unsafe Camping Ordinance to “move Item 5 to full Council with no recommendation plus a companion information item that briefs the Council on the following elements:

- Comprehensive plan that includes expanding congregate and non-congregate shelter options, dedicated outreach, and consistent enforcement;
- Site control and funds for new bridge shelters, safe parking, and/or safe camping to demonstrate there is ‘availability of shelter’;
- Status of the Community Action Plan on Homelessness;
- How the City’s homelessness work reflects best practices considering the input of the Regional Task Force on Homelessness; and
- A detailed plan for how enforcement would transition from current activity to what is contemplated under the draft ordinance.”

Councilmember Moreno made a subsequent amendment to the motion adding the following:

“Request that Council District 3 work with the Mayor’s Office and City Attorney’s Office to address the questions and concerns that have been raised by Committee Members today and that the following shall be prepared prior to this item being docketed for a full City Council hearing:

- A revised proposal that includes all city parks;
- A written enforcement and operations plan;
- A plan that identifies specific sleeping sites; and
- A written legal analysis from the City Attorney on the proposed ordinance, including how it is determined which public areas the city can include in the ordinance for enforcement for both when shelter is available and for when shelter is not available.”

While some of the above requested information relates to different departments, this comprehensive shelter strategy encompasses the requested items directly related to HSSD. The Department is currently working with various City departments and is [deep] in the planning process on several different projects. The City is committed to building more shelters as quickly as possible and drastically expanding the resources available for individuals experiencing homelessness in our community. The Department looks forward to regularly updating the City Council on its plan and associated outcomes.

III. Current Shelter Landscape

The following chart depicts all City-funded shelters in our existing system, both through City-administered and San Diego Housing Commission (SDHC)-administered contracts.

CITY-FUNDED SHELTERS		
Shelter	Population	Capacity
Alpha Project Bridge Shelter I (16 th & Newton)	Men, Women	276
Alpha Project Bridge Shelter II (17 th & Imperial)	Men, Women	128
Community Harm Reduction Safe Haven Shelter	Men, Women	22
Community Harm Reduction Shelter	Men, Women	44
Father Joe's Villages Bishop Maher Center	Women	28
Father Joe's Villages Paul Mirabile Center	Men, Women	350
Golden Hall, 1 st Floor	Men	324
Golden Hall, 2 nd Floor	Families, Transition-Age Youth	210
PATH Connections Housing	Men, Women	80
Rachel's Promise Women's Shelter	Women	40
Rosecrans Shelter	Men, Women	150
San Diego Youth Services	Transition-Age Youth, Unaccompanied Minors	17
Seniors Landing Bridge Shelter	Seniors	60
The Alliance	Women	36
Urban Street Angels Youth Shelter	Transition-Age Youth	19
TOTAL		1,784

It is important to note that while the City currently funds 1,784 shelter beds, there are other shelter options throughout the region. In 2022, the federal HUD-mandated Housing Inventory Count (HIC) reported a total of 2,794 emergency shelter beds in San Diego County (i.e. facility-based beds which does not include vouchers for nightly stays at hotels). Of that count, 2,401 beds were located in the City of San Diego, which includes both City-funded and non-City funded beds in shelter facilities. As such, the City accounts for 85% of the countywide inventory of facility-based emergency shelter beds even though 57% of the county homeless population lives within the City (based on the 2022 Point-In-Time Count).

An analysis of daily shelter intake from referral partners demonstrates a persistent lack of bed availability despite outreach efforts. On average, there are 32 instances of bed unavailability every day. During calendar year 2022, SDPD reported over 1,200 instances when shelter was inaccessible (i.e. incomplete referrals). It is important to note that these 32 instances may not be a unique 32 individuals; some of these individuals may be double counted month-to-month if they were offered a bed more than one time, but no bed was available. Nonetheless, the daily instances of bed unavailability remain the same.

To meet demand of the most vulnerable unsheltered populations, recent investments in the expansion of shelter included 270 congregate beds targeted for females and those with disabilities associated with mental health and substance use disorders. Additionally, non-

congregate shelter opportunities have been created for 42 family households and for 60 seniors with a housing resource.

The table below highlights a few of the City's program outcomes thus far in Fiscal Year 2023. Please note the number of people served may be duplicative, and people may fall into more than one category or may have been served more than once during the period between July 1, 2022 and April 30, 2023.

PROGRAM OUTCOMES			
Program	Annual Budget (FY23)	Number of People Served in FY23 as of 4/30/2023	Number of People Housed in FY23 as of 4/30/2023
Shelters	\$27,161,361	6030	461
Outreach	\$3,100,000	6100	271
Safe Parking	\$1,436,797	983	98
Family Reunification	\$500,000	432	420

City-funded shelter, outreach, and safe parking programs have been successful in placing individuals into permanent housing. Based on program performance since the beginning of this fiscal year, these three intervention types, of which there are multiple programs within each type, have permanently housed 1,250 individuals. Although this is a snapshot of four program types that the City funds, these metrics are included based on the City Council's request for an analysis to expand shelter, safe parking, and outreach, including family reunification.

IV. Current Shelter Need

As of the date of this report, the most recent Point-In-Time Count data from 2022 reported 2,494 individuals were experiencing unsheltered homelessness in the City of San Diego. This represents a nine percent increase compared to the findings from the 2020 Point-In-Time Count. While the City saw an increase in unsheltered homelessness, other parts of the region saw a decrease, which may be indicative of a shift among the unsheltered regionally.

2020 AND 2022 POINT-IN-TIME COUNT			
	2020 Unsheltered Count	2022 Unsheltered Count	% Change of Unsheltered Count from 2020-2022
City of San Diego	2,283	2,494	9%
Other San Diego County Cities	1,495	1,442	-3.6%
Unincorporated	193	170	-12%
TOTAL	3,971	4,106	3.2%

In October 2022, the [Regional Task Force on Homelessness reported](#) that on average, over a 12 month period, 10 people found housing for every 13 people who experienced homelessness for

the first time, illustrating that more people are experiencing homelessness at a faster rate than those exiting the system to housing.

In September 2022, the Regional Task Force on Homelessness (RTFH) published the “[Regional Community Action Plan to Prevent and End Homelessness in San Diego](#)” which notes the City’s increased need in emergency shelter beds should be between 430–600 beds on top of the City’s existing shelter capacity. Although the City has increased shelter capacity by nearly 70% over the last few years, the low and consistent vacancy rates indicate a need for additional shelter capacity. Some of the factors contributing to this increased need include:

- Socioeconomic repercussions of the COVID-19 pandemic.
- Significant increase in housing costs and rental costs.
- Low vacancy of rental units.
- Substance use and mental health crisis.
 - a. Substance Use: Limited Detox bed availability (77 beds County-wide, 0 beds within the City of San Diego).
 - b. Mental Health: Limited Psychiatric/Crisis Stabilization bed availability (primarily accessed only through Emergency Room triage).
- Incompatibility between Permanent Supportive Housing (PSH) and clients eligible for the intervention: PSH is not always able to handle the vulnerabilities of those we are placing into the intervention; prioritization is based on highest acuity/vulnerabilities, not necessarily the appropriate match.
- Resource desert for rental subsidies and permanent housing. During COVID-19, the City saw an influx of these resources that are not ongoing in future years.

Understanding the rise in numbers, the City has worked to significantly expand the amount of resources available for individuals experiencing homelessness. Although recent actions have provided dozens more resources for individuals experiencing homelessness, the City recognizes the need for additional shelters and programs and continues to invest in the expansion of services for this vulnerable population.

Existing Shelter Bed Relocation

In addition to the need for more shelter beds within the City’s current shelter system, there are existing shelters that will require relocation. Some of these relocations are based on an expired use of the facility as a temporary shelter, while others are due to either necessary tenant improvements or planned future developments to increase the stock of housing in the City.

The following table depicts locations that are currently in need of relocation with estimated move-out dates:

SHELTER MOVE-OUT		
Location	Occupancy	Move-Out Date
Newton	276	Summer 2024
Community Harm Reduction	44	December 2024
Rachel's Promise	40	December 2024
Golden Hall 1st Floor	324	October 2, 2023
GH 2nd Floor TAY	46	October 2, 2023
GH 2nd Floor Families	164	October 2, 2023
Old Central Library	36	July 22, 2023
TOTAL	930	

Based on the need to relocate 930 shelter beds and accounting for approximately 600 additional shelter and/or safe sleeping options, the City is seeking to site 1,530 beds. It is important to note this addition of City beds assumes the North, South, and East County regions will add the 450-690 beds that the Regional Community Plan states are needed to support people in the regional demand for shelter. For the beds the City intends to site, data make it evident a significant challenge to overcome are barriers to access, such as the need for bottom bunks and female bunks. HSSD is taking all of these factors into consideration while strategizing shelter expansion.

V. Bridging Gaps: Shelter System Composition Needs Assessment

As the City employs a comprehensive shelter strategy, it is crucial that the City-funded shelter composition is representative of the population in need. The table below reflects the City's current shelter composition compared to the most recently published Point-In-Time Count data. It is important to note that the City is awaiting updated demographic information based on the most recent Point-In-Time Count and will update this table in light of 2023 population demographics when made available.

SHELTER MAKEUP AND UNSHELTERED POPULATION BREAKDOWN 2022*			
Population (Individuals may fall into one or more category)	% of Unsheltered Population	% of Current City- funded Shelter Beds	Count of beds needed to meet unsheltered population need*
Veterans	11%	(funded by non-city sources)**	251
Male	74%	69%	1,689
Female	30%	31%	685
Seniors	24%	3%	548
Youth	14%	5%	320
Families	11%	10%	251
Domestic Violence	7%	0%	160

*Total count of beds needed is not aggregated as individuals may fall into multiple demographic categories.

**Veterans are served throughout our shelter system, however there is no longer a dedicated veteran shelter in the current city-funded shelter system

To ensure the City's shelter strategy reflects the current demographic needs and addresses current gaps in the shelter system, the strategy seeks to increase bed availability for seniors, youth, and survivors of domestic violence.

Increased bed capacity for youth is anticipated to come online in June 2023 with the opening of a new shelter for LGBTQ+ youth consisting of approximately 25 beds. In addition, an emergency shelter for survivors of domestic violence is currently in the planning phase with current projections to serve approximately 40 households.

Medical and Behavioral Health Composition/Needs

In addition to demographic needs, it is critical the City consider the health needs and makeup of the population. The following table reflects the self-reported health demographics from the 2022 Point-In-Time Count:

MEDICAL AND BEHAVIORAL HEALTH DEMOGRAPHICS			
Self-Reported Health Demographics	% of Homeless Population	% of Current City-Funded Shelter Beds	Count of beds needed to meet unsheltered population need*
Substance Use Disorder	31%	4%	708
Behavioral Health	37%	8%	845
Acute Medical Respite	35%	2%	799
Disability	58%	0%	1,324

**Total count of beds needed is not aggregated as individuals may fall into multiple demographic categories. Percentage of homeless population based on county-level data.*

To ensure the medical and behavioral health needs are met for the population, the department seeks to continue building a strong partnership with the County to make available the appropriate resources required for acute medical respite, disabilities, behavioral health, and substance use disorder. HSSD has engaged the County to memorialize the MOU that was developed by the County to match all new shelters with behavioral health services. HSSD will continue to work with the County to implement this MOU across all new programming. Additionally, as previously mentioned, the need for detox beds is critical for filling a necessary gap in the system as there are currently zero detox beds available within City limits. HSSD has incorporated plans to address the needs for detox beds and access to other sobering beds in the site analyses attached.

Additional Barriers to Shelter Access

A comprehensive shelter strategy cannot succeed, no matter how many beds are made available, without addressing other critical barriers in the system and populations who currently cannot access any form of shelter. This includes addressing the shelter needs for individuals who are registered sex offenders and individuals who are on a shelter operator's suspension list.

The current shelter system does not permit registered sex offenders into shelter. Because of this population's limitations on finding housing as well, these registered offenders remain part of the ongoing makeup of the unsheltered population. Without any alternatives for shelter or housing, these individuals will remain unsheltered regardless of other efforts made to increase system shelter capacity. The site analyses included present some possible options being explored.

Currently, approximately 5% of the City's unsheltered population is on a suspension list, formerly known as the "Do Not Return List," for one or more of the City's shelters. Once suspended from a shelter, that individual no longer has access to any shelter or service operated by the same operator. While they may have access to another operator's shelters, given the limited shelter availability system-wide, being on even one suspension list may decrease an individual's chance to obtain shelter. The San Diego Housing Commission is actively working with City shelter operators to examine current practices pertaining to the process for suspensions across City-funded shelters.

As a result, some of these individuals may be deemed as denying services or being service resistant. In actuality, services may be resisted or denied because the individual is aware that they are not permitted to access the shelter being offered and choose to not disclose their status and rationale during the encounter.

The complexity surrounding shelter types and shelter availability is imperative as the City, and the region, look toward better aligning services with the needs and backgrounds of the unsheltered population.

VI. Budgetary Implication

The Fiscal Year 2024 proposed budget includes \$43.4 million in General Funds and \$34.7 million in grant funding. This budget largely maintains the expanded shelter capacity and services that have been added over the past few years but also includes funding for continued expansion for safe sleeping interventions such as safe camping, safe parking, and shelter.

The following table breaks down the Fiscal Year 2024 budget by intervention:

FY 2024 PROGRAM BUDGETS		
Intervention	Budget	% of Budget
Shelters	\$52,962,696	68%
Outreach	\$6,185,000	8%
Administration	\$4,086,220	5%
Safe Parking	\$3,556,173	5%
Supportive services	\$3,199,258	4%
Storage	\$2,857,166	4%
Housing	\$2,743,178	4%
Prevention	\$2,250,000	3%
Diversion (FRP)	\$500,000	1%
TOTAL	\$78,339,691	

Of this budget, the following funding has been allocated specifically to new interventions:

- \$5,000,000 for safe sleeping interventions (estimated 200-300 bed count)
- \$1,500,000 for site improvements and preparations at new sites for transitioning shelter facilities (estimated 3-5 site preparations)
- \$840,944 for expanded safe parking capacity (estimated 200-400 overnight only safe parking spots)

The Fiscal Year 2024 budget maintains operating budgets for sites to be transitioned in Fiscal Year 2024, including Golden Hall and 16th & Newton, to ensure no loss of bed capacity despite shelter transitions. The total number of beds to be transitioned in Fiscal Year 2024 is 846, with 210 beds scheduled to be transitioned in July and August of 2023 (families and youth) and another 324 single adult beds by October. Operating budgets from Golden Hall and 16th & Newton will follow to new locations.

Specific site level budget information can be found in the program site attachments.

VII. Shelter, Safe Sleeping, and Safe Parking Analysis

HSSD, in collaboration with many City Departments, have developed options for shelter, safe sleeping, and safe parking. Each type is organized by short-, medium-, and long-term strategies. The analysis is included in the following attachments:

- Attachment 1: Shelter Analysis
- Attachment 2: Safe Sleeping Analysis
- Attachment 3: Safe Parking Analysis

The below chart provides a high-level summary of the various locations analyzed for shelter, safe sleeping, and safe parking expansion.

FACILITY OPTIONS SUMMARY			
Location	Capacity	Timing	Budget
Warehouses	50-300	Spring 2024	\$1.4-\$8.6M
Vacant Religious Facilities	50-300	Spring 2024	\$1.4-\$8.6M
Camp Barrett	168	Fall 2024	\$2.4-\$4.1M
Travelodge	42 rooms	July 2023	\$3.1-\$4.2M
Golden Hall (2nd Floor)	120	July 2023	\$2.2-\$2.4M
16th & Newton Expansion	50	Now	\$500K-\$550K
17th & Imperial Expansion	12	Now	\$100k-\$120K
NTC H-Barracks* (2 sprung structures)	300-700	Summer 2024	\$7.7-\$20M
Homekey Hotels	300+	TBD	TBD
Old Central Library	TBD	TBD	TBD
Homelessness Response Center	TBD	TBD	TBD
20th & B	136	July 2023	\$1-\$2M
Inspiration Point	500	Not Feasible	\$9.3-\$14.4M
“O” Lot*	400	Fall 2023	\$7.3-\$11.5M
Aero Drive Expansion	20 spaces	Summer 2023	\$60K
Dreams for Change Expansion	20 spaces	Summer 2023	\$100-\$115K
4 th & Beech	20-25 spaces	Summer 2023	\$120-\$190K
Malcolm X Library	120 spaces	Summer 2023	\$700-\$920K
Serra Mesa Library	76 spaces	Fall 2023	\$440-\$580K
Mira Mesa Library	85 spaces	Fall 2023	\$500-\$650K
Mission Valley Library	75 spaces	Fall 2023	\$440-\$570K
Pacific Beach Library	48 spaces	Fall 2023	\$280-\$370K
Skyline Hills Library	84 spaces	Fall 2023	\$490-\$640K

* Planning-level budget estimates and timeline for site preparation: NTC H-Barracks (\$7M for Feb 2024; “O” Lot TBD)

It is important to note that along with the analyses of each of these interventions, HSSD is committed to activating a Safe Sleeping site and Safe Parking lot by the end of June 2023. In addition, the City continues to explore options and locations for the remaining 7 out of 20 camper trailers received from the State of California in response to the COVID-19 pandemic. These trailers can be located in the remaining spots currently used for traditional safe parking at Rose Canyon, the 4th and Beech lot, and at H-Barracks. In addition to the camper trailers,

sites included in this document are also able to accommodate the presumed 50 tiny home shelters the City may receive from the State of California. Some sites identified that do not involve a physical structure across the locations identified for safe sleeping, safe parking, and shelter can be transitioned to a tiny home community, as space allows. While the City currently anticipates receiving 50 tiny homes, it is possible that the City could potentially receive more than that. Nevertheless, HSSD has kept and will continue to keep in mind the presumed 50 tiny homes and potential for more units during site evaluation.

The City has also engaged with the San Diego Unified School District for the potential future use of two District-owned surplus sites: the Old Town Harold J. Ballard Parent Center and Central Elementary. While these conversations have been preliminary, they are being offered for potential family shelter and safe parking. More details on capacity, timing, and budget will become available as discussions with the District continue.

Recognizing the increased need in various shelter types, HSSD is committed to continuously investigating potential site options and updating the analyses as new locations are identified. HSSD welcomes suggestions on potential sites and is always willing to research and provide analysis on any recommendations the City Council may have.

VIII. Coordinated Street Outreach Program

In addition to the analysis of shelter opportunities and the need for additional shelter and/or sleeping options, coordinated outreach provides a critical service component within our homeless response system. Over the past two years, the City and the San Diego Housing Commission have drastically expanded and enhanced outreach efforts. The City and the San Diego Housing Commission currently have several types of street-based and rapid response outreach teams operating on a daily basis including:

- Coordinated Street Outreach Program, operated by People Assisting the Homeless (PATH)
- Bridge Shelter Outreach Teams, operated by Alpha Project and Father Joe's Villages
- SafeTAY Network Outreach Program, operated by the San Diego LGBT Community Center, with a focus on serving youth experiencing unsheltered homelessness
- City Net partnership with Caltrans, to assist those residing along state property and roadways
- Downtown San Diego Partnership Outreach
- Downtown San Diego Partnership Family Reunification Program
- SDPD Neighborhood Policing Division's Homeless Outreach Team (HOT)

In addition to daily outreach efforts, the City's Coordinated Street Outreach Program often conducts focused outreach events in areas identified as having large congregations of people experiencing homelessness. During the multi-agency events, access to case management, health education, public benefits, mental health and substance abuse treatment, primary care referrals, transportation, and hygiene kits are all offered to people in the area.

The continued investment in outreach has allowed the City to drastically expand the capacity and reach of these efforts. In total, there are 52.5 FTE City-funded outreach workers whose scope includes street-based case management to place unsheltered individuals directly into permanent or other long-term housing as well as find temporary placement into shelters. In

addition to those 52.5 FTEs, there are 13 positions supporting the program such as housing specialists and peer support specialists. The following table represents the makeup of city-wide outreach coverage.

FY2023 CITY-WIDE STREET OUTREACH COVERAGE	
Street Outreach Providers	Positions (FTE)
Alpha Project	5.0
City Net	5.0
Downtown San Diego Partnership	6.5
Father Joe's Villages	5.0
Father Joe's PMC	2.0
Father Joe's Golden Hall	2.0
People Assisting the Homeless (PATH)	26.0
LGBT SafeTAY	1.0
TOTAL FTE	52.5

In addition to the City-wide street outreach coverage, the City's outreach program includes efforts intentionally focused on clients with higher acuity and medical disparities and not assigned to a specific neighborhood within the coverage plan in the preceding table. These specialized teams prioritize individuals whose needs have not been met through traditional outreach efforts and whose barriers require a medical and housing-focused approach. These teams include the Multi-Disciplinary Team (MDT), HealthCare In Action (HIA), and outreach efforts supported by Encampment Resolution Funding.

The City's current budget includes \$2.5 million in General Fund funding and \$2,150,000 in grant funding for the City's outreach programs. In addition, the proposed budget includes \$810,000 to incorporate the existing Caltrans outreach program and bridge shelter outreach into the Coordinated Street Outreach Program. All of these efforts aim to meet individuals where they are at, focusing on their unique circumstances, providing them with the resources they need, and matching them to short-term and long-term solutions. The City will continue to seek additional resources to further expand its outreach efforts, including greater coverage, and assist individuals experiencing unsheltered homelessness. While the City's street outreach teams are very successful in placing individuals from the street directly into housing, the expansion of shelter and future permanent housing options will assist existing teams in shortening an individual's length of time on the street.

To enhance the work of street outreach and expand the availability of housing placement directly from the street, HSSD plans to expand the Family Reunification Program in Fiscal Year 2024. In Fiscal Year 2023, the Family Reunification Program currently accounts for less than 1% of the Department's budget but has produced about one-third of all permanent and long-term housing placements to date system wide. This program works closely with clients and their families to ensure all individuals being reunified have a supportive environment that they are returning to, so they do not return to homelessness. This low-cost, high impact program plays a large role in the City's efforts to reduce unsheltered homelessness. With an expansion of this program in the next fiscal year, HSSD hopes to see an additional 200-300 individuals rehoused.

FAMILY REUNIFICATION PROGRAM		
FY 2023 Target	FY 2023 Achieved to 4/30/23	FY 2024 Target
450 individuals	420 individuals	700 individuals

IX. City of San Diego Policies in Relation to Best Practices

HSSD's mission is to prevent and end homelessness through person-centered, compassionate, and equitable services with a vision to ensure individuals experiencing homelessness achieve housing stability and long-term success. The City's homelessness programs incorporate nationally recognized best practices, such as the Housing First model, to provide meaningful care focused on quickly and efficiently connecting individuals experiencing homelessness to long-term housing. The City's continuous efforts seek to fully implement national policy and practices. To promote equity, data and evidence, and collaboration through housing and supportive services, crisis response, and prevention, the City aligns its programs and policies with federal strategies detailed in the December 2020 ["All In: The Federal Strategic Plan to Prevent and End Homelessness."](#) On a state level, the California Interagency Council on Homelessness's ["Action Plan for Preventing and Ending Homelessness in California"](#) is a guiding document for the City to work towards ensuring homelessness is rare, brief, and non-recurring. Namely, the City's efforts to increase shelter capacity is consistent with the State of California's plan, specifically Action Area 3, which recommends "expanding the supply of safe, housing placement-focused sheltering and interim housing models." With regards to regional policy and practice, the City's strategic direction overlaps with the County of San Diego's Framework for Ending Homelessness. Additionally, the City also follows the Regional Community Action Plan to Prevent and End Homelessness in San Diego (Regional Plan). The goals set forth in the Regional Plan overlap with the City's Community Action Plan on Homelessness, as discussed in the following section.

The City also follows best practices identified in the United States Interagency Council on Homelessness' ["Core Elements of Effective Street Outreach to People Experiencing Homelessness"](#) and the Regional Task Force on Homelessness' ["Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County"](#) in its programs, specifically its Coordinated Street Outreach Program. Both documents serve as guides for effective street outreach that is systematic, coordinated and comprehensive; housing focused; person-centered, trauma-informed, and culturally responsive; and focused on safety and harm reduction.

Moreover, the City is learning and incorporating recommendations from the Continuum of Care's ad hoc committees including the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans and the Ad Hoc Committee on Aging and Homelessness. The City appreciates the ad hoc committees' work to better understand the homelessness population in the region. The City is committed to including recommendations from the ad hoc committees into its homelessness programs to serve individuals experiencing homelessness in the most efficient and effective manner that best meet their specific needs.

X. Community Action Plan on Homelessness

“[The City of San Diego Community Action Plan on Homelessness](#)” (Action Plan) was adopted by the City Council on October 14, 2019. The 10-year plan provides a framework for addressing homelessness including short-term and long-term goals. The Action Plan identifies three goals within reach:

1. Decrease unsheltered homelessness by 50 percent;
2. End veteran homelessness; and
3. Prevent and end youth homelessness.

In addition, the Action Plan outlines permanent housing needs including a combination of supportive housing, rapid rehousing, low-income rental assistance, and diversion assistance programs. The Action Plan also references several crisis response actions to be taken immediately to address the increasing need for emergency shelter beds. The City continues to work collaboratively with the San Diego Housing Commission, regional partners, and service providers to enhance the network of homelessness resources in San Diego. Progress towards the Action Plan’s goals, strategies, and housing can be viewed at the following link: <https://www.sdhc.org/homelessness-solutions/community-action-plan/activity-accomplishments/>.

At the direction of City Council, the City, San Diego Housing Commission, Regional Task Force on the Homelessness, and County initiated work on a funding matrix providing a snapshot in time of the overall spending (local, state, and federal) to address homelessness in the region. Additionally, the City, San Diego Housing Commission, Regional Task Force on Homelessness, and the County is engaged with the Corporation for Supportive Housing (CSH) to update the Action Plan. The initial focus of this update is the needs analysis of engagement services; crisis response; and housing and services. CSH is reviewing data recently analyzed for a similar needs assessment conducted for the Regional Task Force on Homelessness (RTFH) published in the “[Regional Community Action Plan to Prevent and End Homelessness in San Diego](#)” in September 2022. It is anticipated the CSH update to the City’s Action Plan will indicate the need for additional crisis response services such as shelters, safe sleeping, and safe parking. From 2021 to 2022, data indicate there are less emergency shelter options relative to the increased growth in the unsheltered population. From the federal HUD-mandated Housing Inventory Count, Point-In-Time Count, and Census data, the availability of temporary housing has not kept pace with the increase in the general population or the increases in unsheltered homelessness.

XI. Commitment to Equity in the Comprehensive Shelter Strategy

The City is committed to providing a more equitable homeless service system to reduce racial disparities amongst San Diegans experiencing homelessness. In September 2022, the San Diego Regional Continuum of Care’s Ad Hoc Committee on Addressing Homelessness Among Black San Diegans released the “[Action Plan on Addressing Homelessness Among Black San Diegans](#).” The Ad Hoc Committee’s Action Plan reported a significant overrepresentation of Black people in the homeless system even though Black people only account for a small portion of the general population in San Diego County.

% of Unsheltered Population Who Are Black*	% of Sheltered Population Who Are Black*	% of General Population in San Diego County Who Are Black
21%	30%	5.5%

**Based on the 2020 Point-In-Time Count as reported in the “Action Plan on Addressing Homelessness Among Black San Diegans.”*

In addition, the Ad Hoc Committee’s Action Plan reported that while only making up five percent of the population in the San Diego region, Black people are:

- 6 times more likely than non-Black people to experience homelessness;
- 5 times more likely than non-Black people to experience unsheltered homelessness; and
- 7 times more likely than non-Black people to experience sheltered homelessness.

The City will continue to incorporate action items from the San Diego Regional Continuum of Care’s “Action Plan on Addressing Homelessness Among Black San Diegans.” The City will seek to capture relevant data to track progress on equity (action item #1). Data will be tracked regularly and analyzed to understand and determine what resources need to be expanded or improved to provide increased access for communities more likely to experience unsheltered homelessness. Progress on equity is measured by disparities in the likelihood different populations experience homelessness.

As the City expands and enhances its programs and services, it is committed to learning from and incorporating the voices of people with lived experience (action items #2 and #5). The City acknowledges the unique perspectives and firsthand experiences of people with lived experience and will include them in decision making processes regarding program development and implementation. Additionally, the City will encourage service providers to include people with lived experience in all areas of organizational personnel, including staff and volunteers, in their programs. The City will also look to expand training opportunities for all staff including City employees and service providers, especially those who are front line program staff, regarding diversity, equity, and inclusion (action item #3).

The City’s dedication to expanding congregate and non-congregate shelter opportunities, safe parking lots, safe sleeping sites, and other homelessness services is a step in the right direction to transforming the crisis response system (action item #6). These actions directly align with the goals outlined in the City’s Action Plan on Homelessness, as described in the previous section. The City is committed to enhancing the network of services and expanding critical resources available for individuals experiencing homelessness.

In addition to the recommendations included above, the City aims to address disparities related to gender identity, age, and people with different abilities. Through the tactical equity plan for HSSD, the City put forth a budget to address disparity by:

1. Collaborating with the San Diego Housing Commission to analyze demographic data to baseline access to services across the spectrum from prevention, outreach, shelters, and housing outcomes.

June 8, 2023

2. Collaborating with the County of San Diego, HSSD will analyze efficiency in linkages to mainstream, self-sufficiency, behavioral, and entitlement programs for populations residing in City-funded shelters.
3. Collaborating with the San Diego City and County Continuum of Care (CoC), HSSD will develop work plans to implement recommendations from CoC ad hoc committees on prioritized populations (e.g. Ad Hoc Committee on Homelessness Addressing Homelessness Among Black San Diegans, Ad Hoc Committee on Aging and Homelessness, and Ad Hoc Committee on Health and Homelessness).

XII. Conclusion

With the City's homelessness efforts continuing to evolve and expand, HSSD is committed to keeping the City Council apprised of our efforts. HSSD will provide quarterly reports via memo to the City Council to share programmatic updates and outcome data on our progress. HSSD looks forward to continuing to work collaboratively with the City Council, regional partners, local service providers, and the community to reduce homelessness, implement long-term solutions, and provide individuals experiencing homelessness with the resources and services they need, with the ultimate goal of permanently placing all of our unsheltered neighbors into long-term housing.

Sarah Jarman

Sarah Jarman
Director, Homelessness Strategies and Solutions Department

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

cc: Honorable Mayor Todd Gloria
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

Attachment 1: Shelter Analysis

OVERVIEW

The City of San Diego has contracts with various service providers throughout the city to provide shelter options for individuals to stabilize in a safe, sanitary environment while they are connected to permanent or other long-term housing.

CRITERIA

The below criteria is used to identify the suitability of following sites:

- *Geographic Suitability.* Is the property located in an area with a known population of people experiencing homelessness?
- *Topographic Suitability.* Does the parcel provide approximately 5,000 square feet or more, not encumbered by a flood area or on clearly unusable land (i.e. sloped, unpaved, far from utilities, etc.).
- *Practicable Suitability.* Is the parcel located within ¼ to ½ mile of transit or availability to program appropriate transportation, does it need only minimal site improvements, and does it have sufficient pedestrian access?

SHORT-TERM OPTIONS

- Leased Warehouses (Congregate)
 - *Details.* DREAM is in the process of identifying available warehouse space to lease. Capacity, timeline, and budget will be site specific.
 - *Capacity.* TBD - reviewing options serving 50-300 clients.
 - *Timeline.* TBD - site specific, anticipating 6-8 months.
 - *Budget.* Will vary based on size and location (estimated \$1.4-\$8.6M). Operational cost will fluctuate based on populations served and level of service required.
- Leased/Purchased vacant religious facilities (Congregate/Semi-congregate)
 - *Details.* DREAM had conducted a search on vacant religious facilities available. Sites ideally outfitted for mix of congregate space, kitchen/ food preparation and dining space, meeting rooms, counseling rooms or convert to smaller population based congregate shelter space. Sites versatile for programming. Religious organizations are restricted from leasing/selling commercially, so City-funded shelter activity in alignment with organizational deed restrictions. This keeps the rate for lease/purchase lower than commercially available sites.
 - *Capacity.* TBD - reviewing options serving 50-300 clients.
 - *Timeline.* TBD - site specific, anticipating 6-8 months.
 - *Budget.* TBD - varied based on size and location (estimated \$1.4-\$8.6M). Cost will fluctuate based on populations served and level of service required.

- Camp Barrett (Non-congregate)
 - *Option 1: Detox beds*

Currently there are fewer than 77 detox beds in the County, and 0 of those beds are in the City of San Diego. City-funded outreach workers routinely encounter individuals who are ready and interested in recovery, but outreach workers have no access to detox beds. This facility could serve this critical function and would be an ideal setting due to the remote nature of the facility, which would keep individuals from walking out. The site, which originally operated as a juvenile correctional facility, is ideally set up with several small group accommodations that would be in alignment (with some modifications) with the functional needs for a detox facility.
 - *Option 2: Shelter for registered sex offenders (PC 290s)*

The current shelter system does not permit registered sex offenders into shelter. Because of this population's limitations on finding housing as well, these registered offenders remain part of the makeup of the unsheltered population. Without any alternatives for shelter or housing, these individuals will remain unsheltered regardless of other efforts made to increase system shelter capacity. A site such as Camp Barret could be a suitable shelter option for PC 290s given its remote location and abundant space for programming various activities. Limitations include the remote location and lack of transportation to jobs and other resources.
 - *Capacity.* 168 beds.
 - *Timeline.* Estimated Fall 2024. Would be in partnership with County for operating detox beds and thus contingent on County MOA negotiations timeline.
 - *Budget.* TBD – budget for facility repairs and improvements required (significant repairs required). Operational costs estimated at \$2.4- \$4.1M. Costs assume reimbursable medical costs captured. Program coordination and negotiated MOA with County required.
- Travelodge (Non-congregate)
 - *Details.* This is a 42-room facility to be used as non-congregate shelter for families who are currently on the second floor of Golden Hall. The City is leasing this property, and there are option years to extend as needed. Site improvements are planned to enhance security and functionality for the families at this shelter.
 - *Capacity.* 42 rooms.
 - *Timeline.* Site is move-in ready, pending projects will not cause delay. Anticipate occupying by July 2023.
 - *Budget.* \$3.1-\$4.2M annually covering cost of shelter operations and site costs including lease.

- Golden Hall- 2nd Floor, Northside
 - *Details.* Once families have been relocated, single adults can be relocated from the first floor to the second floor. The Fire Marshal will allow continued use of the northside with fire permits since it has been improved with certain life and safety measures.
 - *Capacity.* Approximately 120 beds, pending final determination by the Fire Marshal.
 - *Timeline.* Approximately one week after families have been relocated.
 - *Budget.* Estimated Cost \$2.2-\$2.4M.
- 16th & Newton Expansion
 - *Details.* We can increase capacity to pre-pandemic levels. Fire Marshal confirmed during a site visit on 4/25/23.
 - *Capacity.* 326, up from the current capacity of 276.
 - *Timeline.* Immediate
 - *Budget.* Approximately \$500K-\$550k.
- 17th & Imperial Expansion
 - *Details.* We can increase capacity to pre-pandemic levels. Fire Marshal confirmed during a site visit on 05/10/23.
 - *Capacity.* 140, up from the current capacity of 128.
 - *Timeline.* Immediate
 - *Budget.* Approximately \$100k-\$120k.
- Non-Congregate DV (Confidential Site Locations)
 - *Details.* The City has identified non-congregate locations for domestic violence shelters. Due to the sensitivity of this population, it is important not to disclose these locations.
 - *Capacity.* TBD – based on location (estimated 80 & 120 beds).
 - *Timeline.* July/August anticipated start.
 - *Budget.* The City has received State and County funding for the acquisition, tenant improvements and operations to activate these locations.
- Urban Street Angels Transitional Age Youth Shelter – (Golden Hall Transition)
 - *Details.* Urban Street Angels currently operates 19 City-funded transitional age youth beds. 33 additional beds will be open by August 1st. These beds will offset the youth beds that will be transitioning out of Golden Hall.
 - *Capacity.* 52, up from the current capacity of 19.
 - *Timeline.* 19 beds currently in operation. Additional 33 to be open by August 2023.
 - *Budget.* \$2.4 M, funded with HHAP youth set-aside funding.

- LGBTQ+ Youth Shelter
 - *Details.* Added in the fiscal year 2023 budget, the LGBTQ+ youth shelter is now set to open by the end of May 2023 at a short term leased location. A longer-term location has been identified at the San Diego Housing Commission Headquarters downtown and current plans are underway to assess and prepare the site to be converted to shelter.
 - *Capacity.* The current temporary site has a capacity of 21 beds. The SDHC location would have capacity for up to 45 beds, pending final site layout and approvals.
Timeline. 21 beds are set to open in June. The timeline for the conversion at SDHC headquarters is currently TBD, however, efforts are currently underway for assessing the feasibility and design & construction budget for scope of work.
 - *Budget.* \$1.8 M, including LGBTQ+ focused outreach. Funded with HHAP youth set-aside funding. Long-term plan site preparation budget is TBD.

MEDIUM-TERM OPTIONS

- NTC H-Barracks
 - *Details.* Upon completion of abatement and demo, there will be space and capacity for a potential mixed-use of sprung structure(s), safe parking and/or safe sleeping. Abatement scheduled to begin in July 2023.
 - *Capacity.* TBD – tentatively multiple sprung structures with a total capacity across structures of 300-700, depending on the configuration of the sprung structures. Sprung structures smaller in size 120-160 beds are likely to yield better service engagement and shorter lengths of shelter stay before exit to permanent housing placements.
 - *Timeline.* Estimated Summer 2024. 12-16 months for abatement, demolition, and then construction of sprung structures.
 - *Budget.* E&CP is developing rough estimates on demolition and construction costs. Operating Cost to vary based on configuration of site. Estimated \$7.7M-\$20M.

- HomeKey Hotels
 - *Details.* San Diego Housing Commission is in the process of acquiring three extended stay hotels, all three will be used for Permanent Supportive Housing.
 - *Capacity.* Approximately 300+ units.
 - *Timeline.* TBD
 - *Budget.* Budget for acquisition of these units has been identified.
- San Diego Unified School District Surplus Property
 - *Details.* The District has offered up two surplus properties to be used as family shelter and safe parking. The sites are the Old Town Harold J. Ballard Parent Center and Central Elementary.
 - *Capacity.* TBD
 - *Timeline.* TBD
 - *Budget.* TBD

LONG-TERM OPTIONS

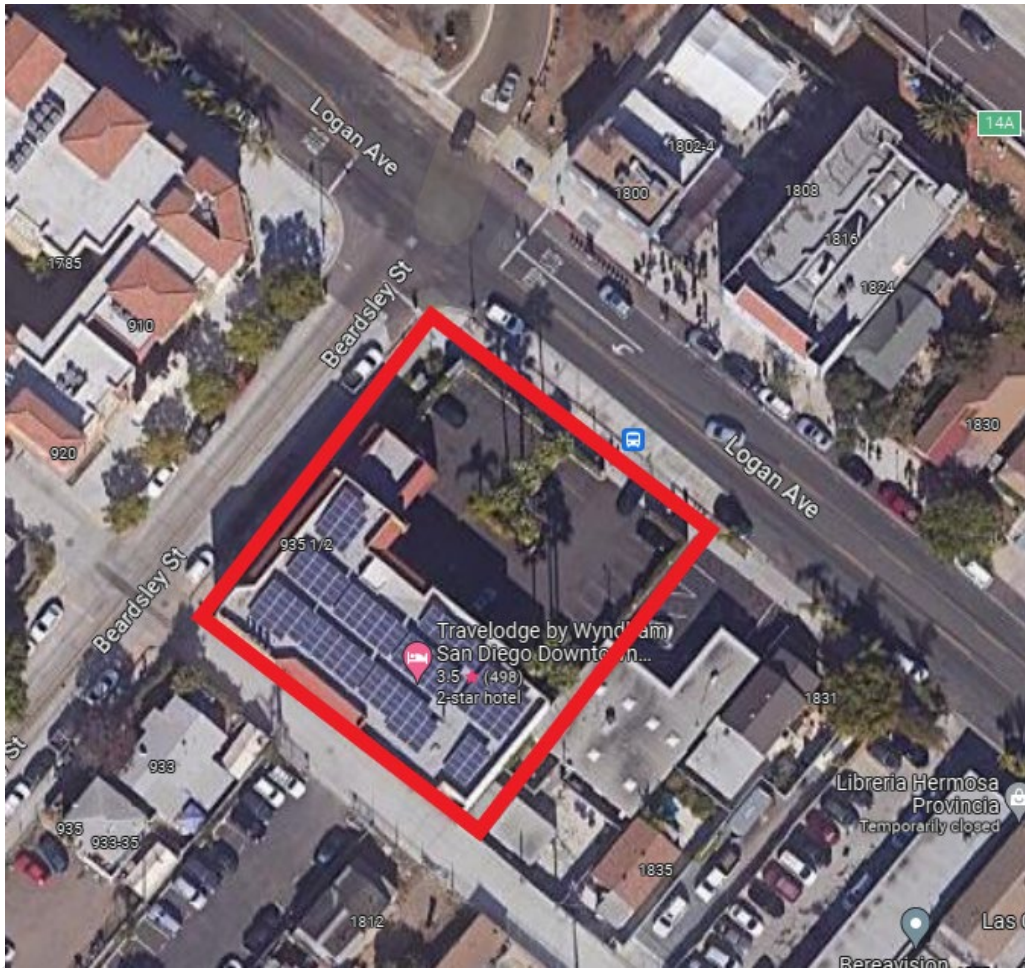
- Old Central Library
 - *Details.* Upon disposition and/or in coordination with an affordable housing partner, this site has the potential to be an expansive mixed-use site including but not limited to PSH, congregate and non-congregate shelter options, and a navigation shelter.
 - *Capacity.* TBD
 - *Timeline.* TBD
 - *Budget.* TBD
- Homelessness Response Center
 - *Details.* Upon disposition and/or in coordination with an affordable housing partner, this site has the best use potential to be developed into permanent supportive housing given its relative location to Father Joe's Villages' campus and their most recently built St. Teresa of Calcutta Villa.
 - *Capacity.* TBD
 - *Timeline.* TBD
 - *Budget.* TBD

PHOTOS

Camp Barrett - 21007 Lyons Valley Road



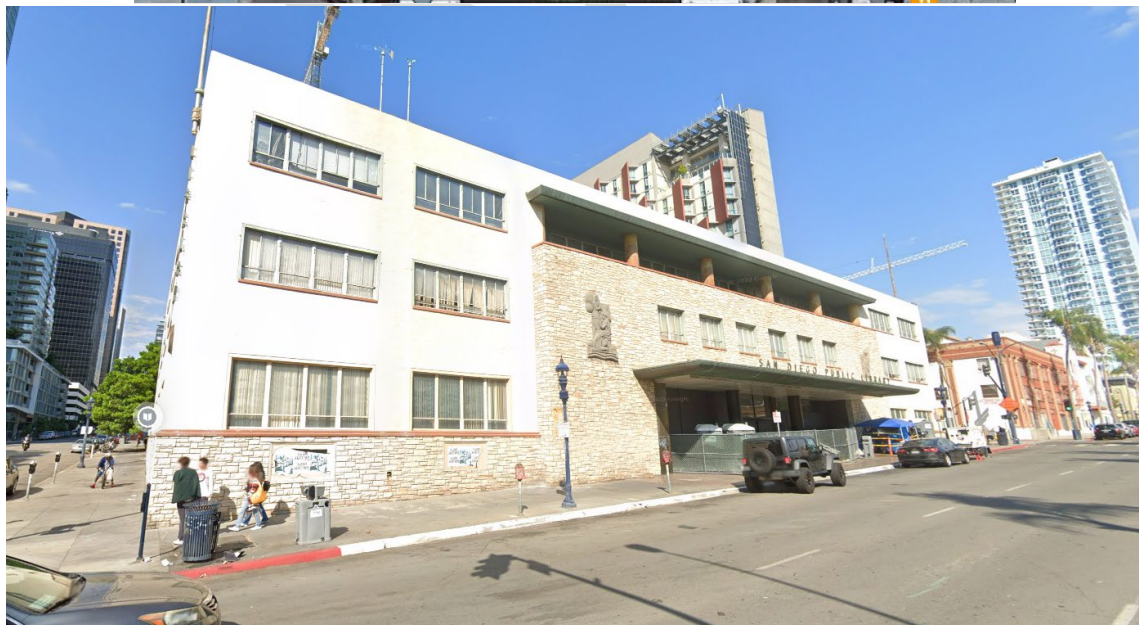
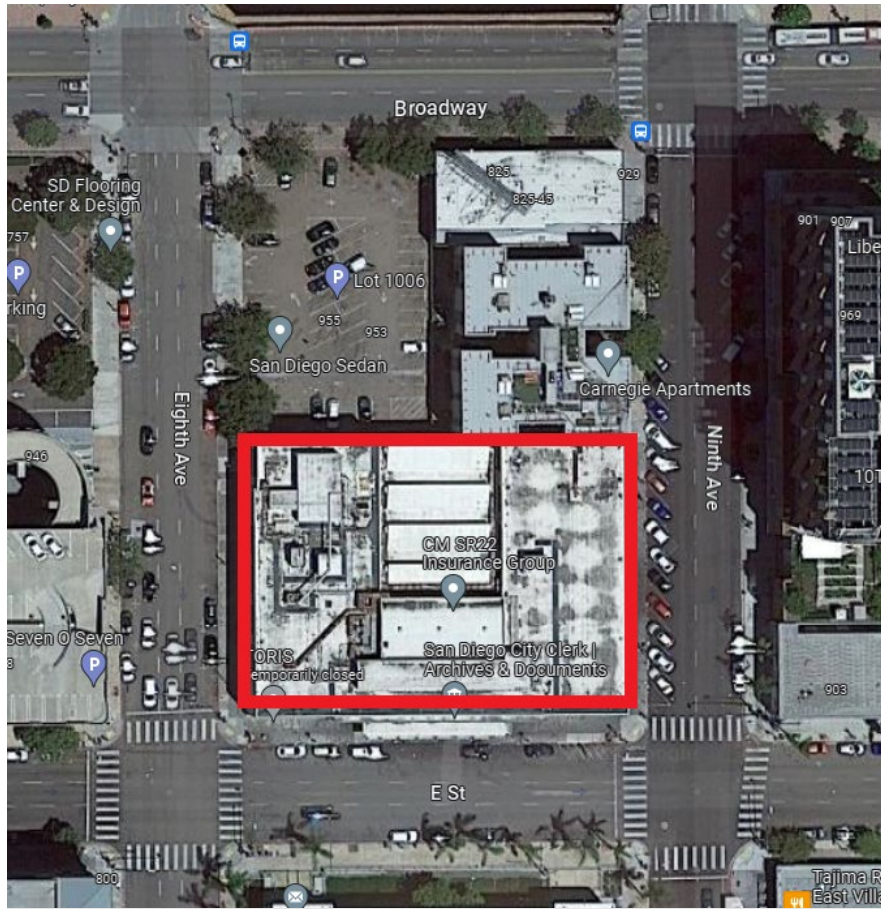
Travelodge - 1801 Logan Ave



NTC H-Barracks



ODCL - 820 E Street



Homelessness Response Center - 1401 Imperial Ave



Attachment 2: Safe Sleeping Analysis

OVERVIEW

Safe Sleeping, also referred to as Safe Camping, provides a dedicated space for individuals experiencing unsheltered homelessness to reside. Understanding that some individuals may have resistance to the traditional service model, such as shelters, Safe Camping serves as a safe and secure alternative resource for individuals experiencing homelessness. In addition to a safe place to stay, the program may offer access to restrooms, meals, case management, basic needs assistance, behavioral health services, and resource referrals. Similar to the City's shelter programs, Safe Camping is low-barrier, making entry easier for those who are interested in enrolling in the program.

CRITERIA

The below criteria is used to identify the suitability of following sites:

- *Geographic Suitability.* Is the property located in an area with a known population of people experiencing homelessness?
- *Topographic Suitability.* Does the parcel provide approximately 7,000 square feet or more, not encumbered by a flood area or on clearly unusable land?
- *Practicable Suitability.* Is the parcel located within $\frac{1}{4}$ to $\frac{1}{2}$ mile of transit or availability to program appropriate transportation, does it need only minimal site improvements, and does it have sufficient pedestrian access?

SHORT-TERM OPTIONS

- 20th & B
 - *Details.* Programmatic and site details will be similar to that of when the site was used during the Hepatitis A outbreak in 2017. The City would consider using the northern portion of the parking lot.
 - *Capacity.* 136
 - *Timeline.* Operational by July 2023.
 - *Budget.* Estimated \$1M-\$2M depending on service model and leveraged services.
- Inspiration Point Parking Lot
 - *Details.* This site has the capacity to fit, depending on ancillary services brought on site, approximately 500 tents. Pumping would be required for any ancillary (i.e. laundry, restrooms, shower trailers, etc.).
 - *Capacity.* 544 standard sized vehicle spaces, 13 bus spaces.
 - *Timeline.* Not feasible.
 - *Budget.* Estimated \$9.3-\$14.4M, depending on service model and leveraged services.

- **Items for Additional Consideration:**
 - Parking lot is actively used and frequently full.
 - Utility connections pose a programmatic and budgetary challenge, not all are feasible.
 - Due to utility, particularly sewer, infeasibility, there would be significant budgetary implications due to the required need for pumping.
 - It is one large, continuous site which presents programmatic challenges based on the need for multiple separated populations.

MEDIUM-TERM OPTIONS

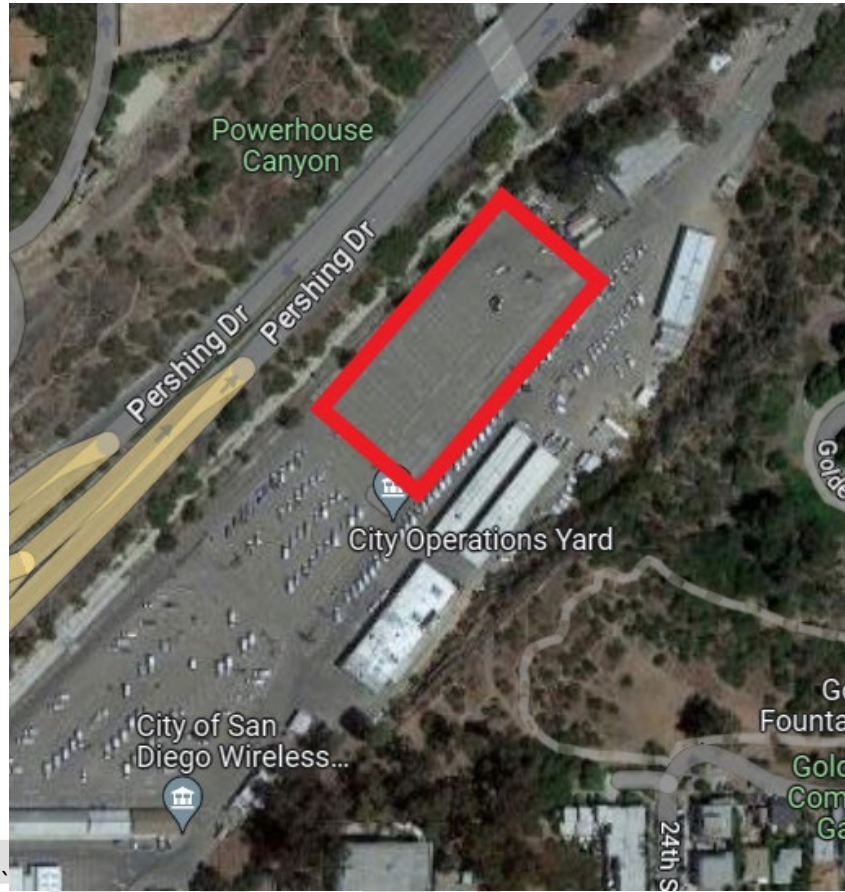
- "O" Lot at Balboa Park
 - *Details.* The lower lot is mostly paved and in an open environment conducive to solar-generated lighting. Challenges include limited road access and directly adjacent to Naval hospital.
 - *Capacity.* Preliminary E&CP estimates are 400 tents across the entire lot.
 - *Timeline.* E&CP assessing timeline for constructing access road, utility access to water and sewer, and installation of fire hydrants.
 - *Budget.* Site preparation budgetary estimate is under development. Operational costs estimate is \$7.3-\$11.5M for residential services, 24-hour security, supportive services, and rented ancillary services.

LONG-TERM OPTIONS

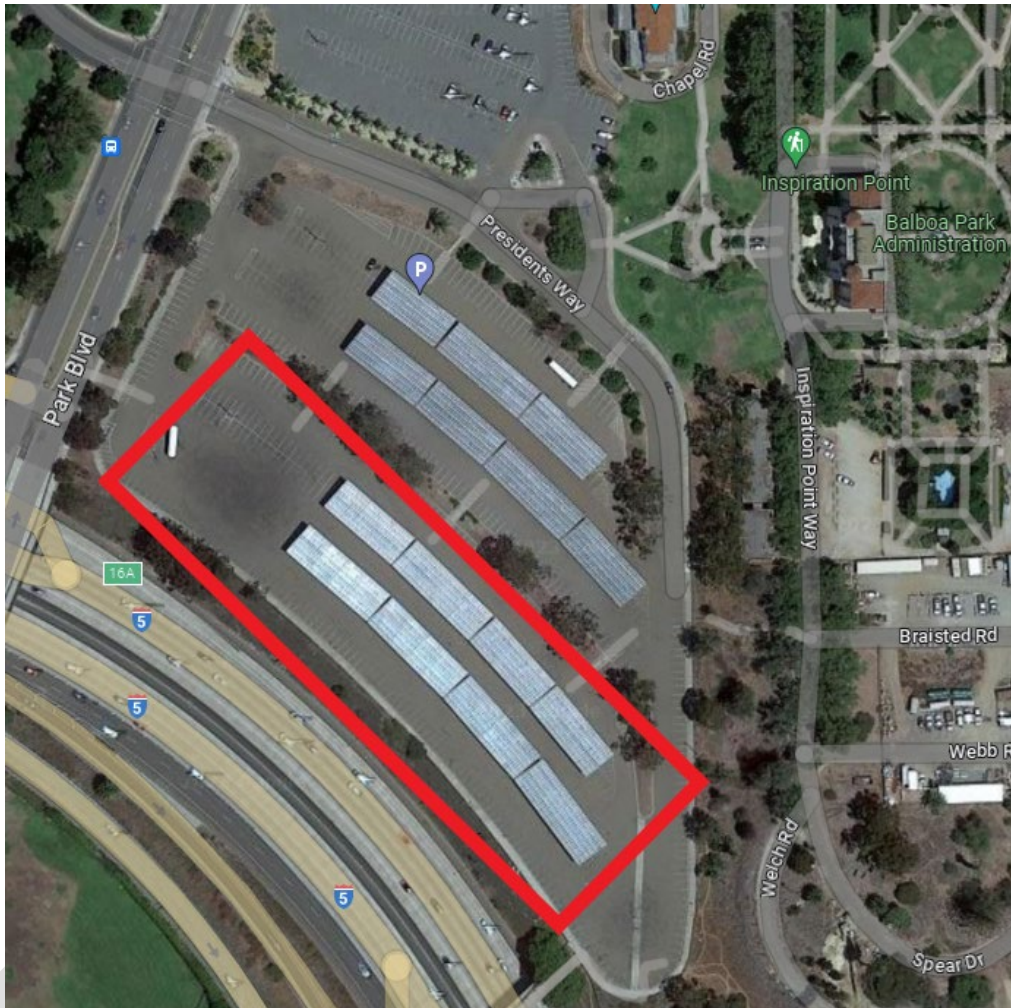
- As HSSD works alongside our agency and non-profit partners to expand our current shelter portfolio, we will detail a full analysis of outcomes into shelter and/or permanent housing of the Safe Sleeping Program. Our goal is to get all clients enrolled in this program into a congregate or non-congregate shelter space. Safe Camping is a temporary program to get clients off the street while we work to find new shelter options. HSSD will routinely analyze data from the Safe Sleeping program and provide recommendations on the future of the program.

PHOTOS

20th & B



Inspiration Point



“O” Lot



Attachment 3: Safe Parking Analysis

OVERVIEW

The City of San Diego has designated parking lots for people living out of their vehicles to safely stay overnight with services to navigate them toward permanent housing.

CRITERIA

The following criteria is used to identify the suitability of following sites:

- *Geographic Suitability.* Is the site in close proximity to any existing Safe Parking sites?
- *Topographic Suitability.* Can the space accommodate multiple standard-sized and/or oversized parking stalls with room for portable restrooms and handwashing stations?
- *Practicable Suitability.* Is the site near any known populations of individuals currently living in their vehicles?

SHORT-TERM OPTIONS

- Jewish Family Services (JFS) Aero Drive Expansion
 - *Details.* JFS is currently funded to provide 60 parking spaces overnight from 6:00 p.m. to 7:00 a.m. with a staffing ratio of one part-time case manager to 20 vehicles. With additional funding for personnel, the site can accommodate 20 more vehicles.
 - *Capacity.* Increase site capacity by 20 standard-sized parking spaces.
 - *Timeline.* Operational by Summer 2023.
 - *Budget.* Estimated \$60K+
- Dreams for Change Expansion at 5605 Imperial Avenue, 92114
 - *Details.* With additional funding for personnel, the site can accommodate 15-20 more vehicles overnight from 6:00 p.m. to 7:00 a.m.
 - *Capacity.* Increase site capacity by 15-20 standard-sized parking spaces.
 - *Timeline.* Operational by 2023.
 - *Budget.* Estimated \$100k-115k.
- 4th & Beech
 - *Details.* The site can accommodate approximately 20-25 standard-sized vehicles and would include restrooms, handwashing stations, and security.
 - *Capacity.* 20-25 standard-sized vehicles.
 - *Timeline.* Operational by Summer 2023.
 - *Budget.* \$120k-190k.

MEDIUM-TERM OPTION

- Malcolm X Library
 - *Details.* Schedule Meet & Confer. Site can be activated as an overnight Safe Parking site with the addition of portable restrooms and handwashing stations.
 - *Capacity.* Portion of the parking lot (site has 120 total spaces).
 - *Timeline.* Operational by Summer 2023.
 - *Budget.* Estimated \$700k-920k
- Serra Mesa
 - *Details.* Site has two points of ingress/egress. Site is located within two miles of existing Safe Parking sites (JFS operated Aero Drive & Mission Valley)
 - *Capacity.* 76 standard sized vehicles.
 - *Timeline.* Operational by Fall 2023.
 - *Budget.* Estimated \$440k-580k. Site has two points of ingress/egress. Site is located within two miles of existing Safe Parking sites (JFS operated Aero Drive & Mission Valley)
- Mira Mesa Library
 - *Details.* Parking lot is broken into multiple sections with three points of ingress/egress. Site shares parking lot with a large shopping center, is adjacent to Mira Mesa Community Park, and across the street from numerous private residences.
 - *Capacity.* 85 standard sized vehicles.
 - *Timeline.* Operational by Fall 2023.
 - *Budget.* Estimated \$500k-650k.
- Mission Valley Library
 - *Details.* Site is within one mile of existing Safe Parking site (JFS operated Mission Valley). Site is located within Fenton Marketplace shopping center which includes IKEA, Costco, and Lowes.
 - *Capacity.* 75 standard sized vehicles
 - *Timeline.* Operational by Fall 2023.
 - *Budget.* Estimated \$440k-580k.
- Pacific Beach Library
 - *Details.* Site has two parking lots separated from each other with limited capacity. Site is adjacent on all sides to numerous private residences and a preschool on the northeast corner.
 - *Capacity.* 48 standard sized vehicles
 - *Timeline.* Operational by Fall 2023.
 - *Budget.* Estimated \$280k-370k.

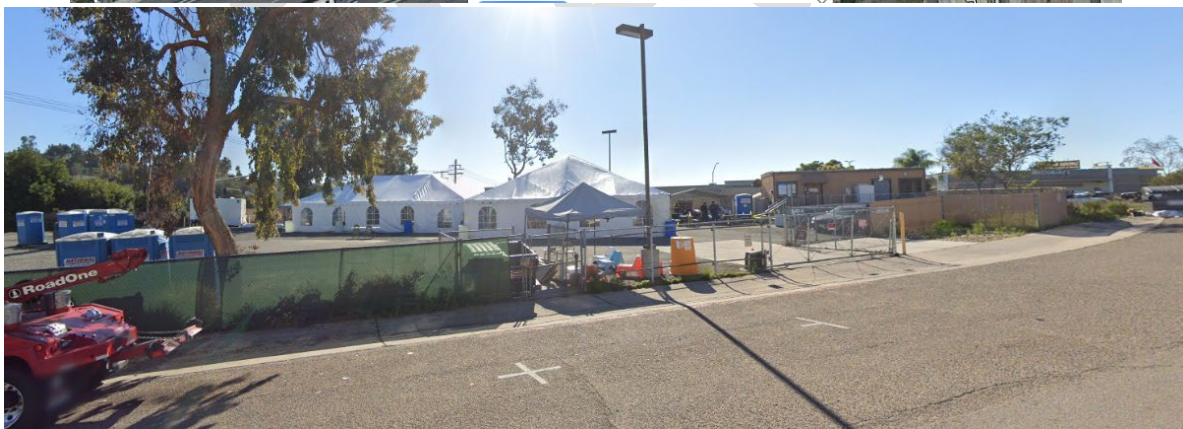
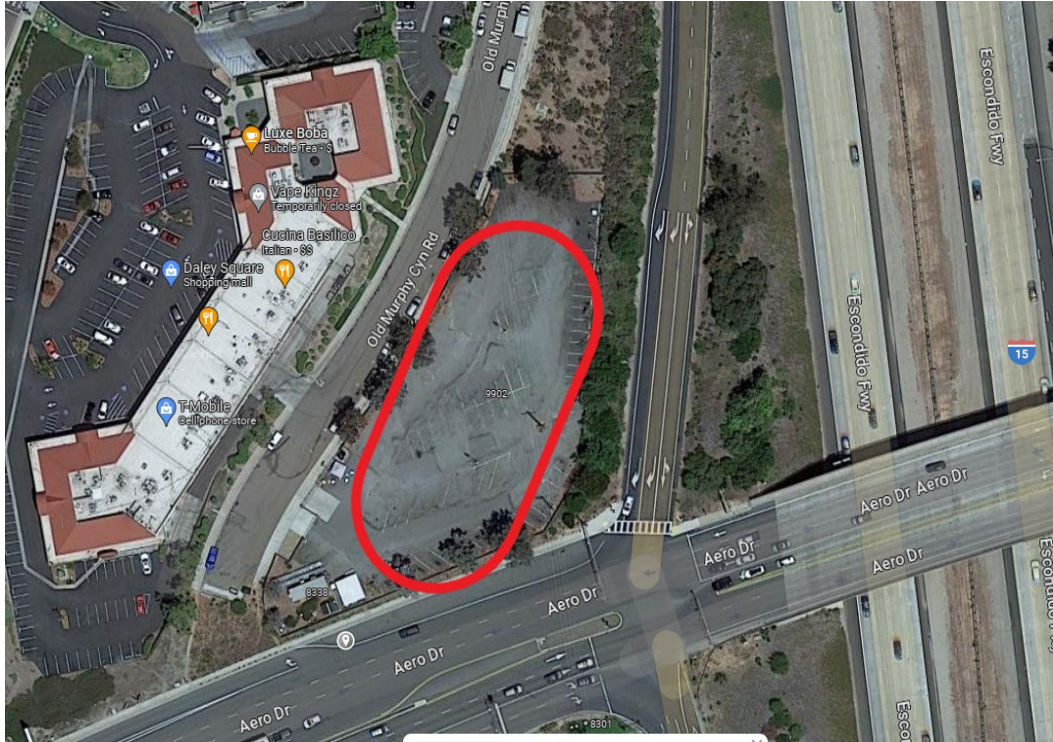
- Skyline Hills Library
 - Details. Site has three points of ingress/egress. Site is also adjacent to numerous private residences.
 - Capacity. 84 standard sized vehicles.
 - *Timeline*. Operational by Fall 2023.
 - *Budget*. Estimated \$490k-640k.
- San Diego Unified School District Surplus Property
 - *Details*. The District has offered up two surplus properties to be used as family shelter and safe parking. The sites are the Old Town Harold J. Ballard Parent Center and Central Elementary.
 - *Capacity*. TBD
 - *Timeline*. TBD
 - *Budget*. TBD

LONG-TERM OPTION

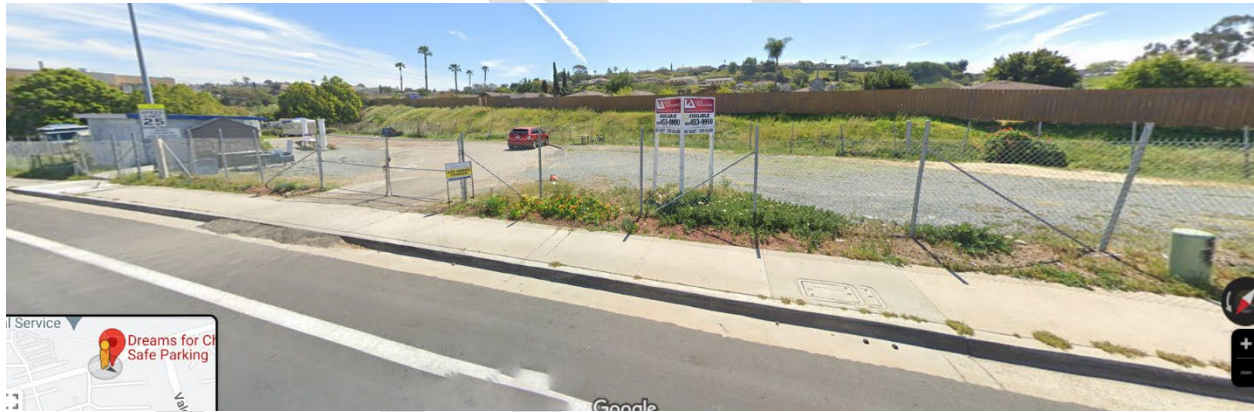
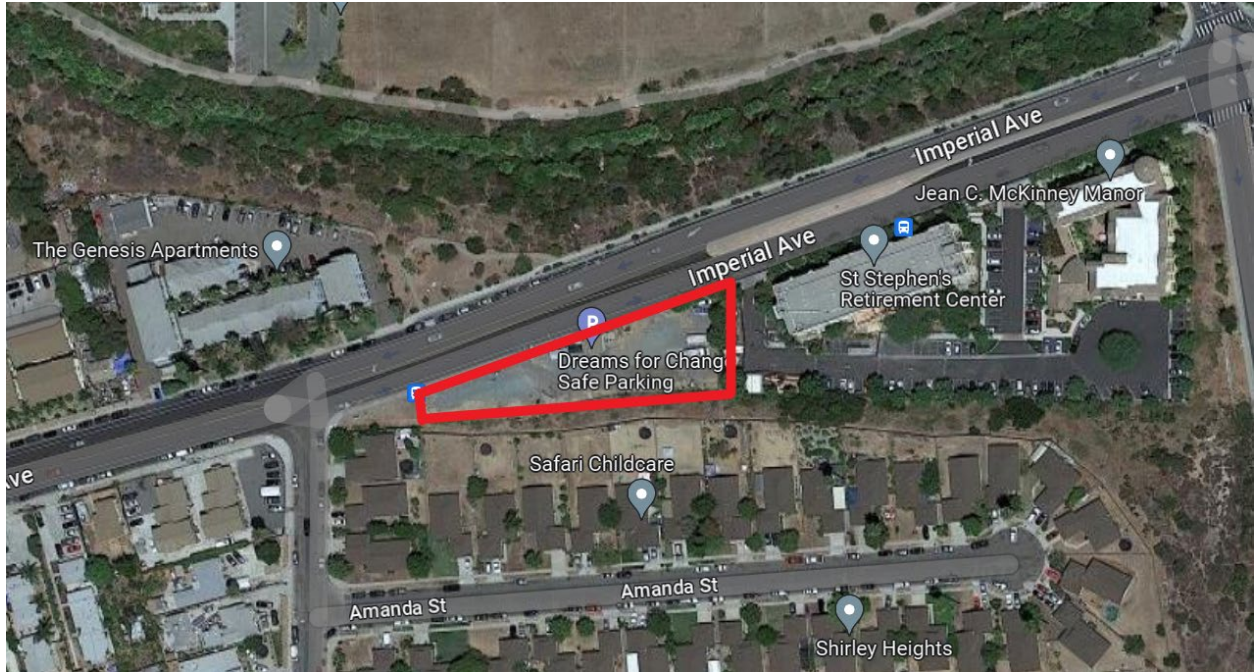
- NTC (Joint-Use for Additional Oversized-Vehicles)
 - *Details*. Upon completion of abatement and demo, there will be space and capacity for a potential mixed-use of sprung structures and/or safe parking. With the amount of available land, we would be able to accommodate oversized vehicles, which is currently only offered at our Mission Valley site.
 - *Capacity*: Estimated Summer 2024. 12-16 months for abatement, demolition, and site prep.
 - *Timeline*. Estimated abatement and demolition timeline is 8-16 months.
 - *Budget*. ESD estimated abatement costs of \$2M. E&CP is developing rough estimates on demolition costs. Costs could be leveraged with other activities at site, including shelter and/or tiny homes.

PHOTOS

Aero Drive Safe Parking Lot - 9882 Aero Drive 92123



Dreams for Change Safe Parking – 5605 Imperial Avenue 92114

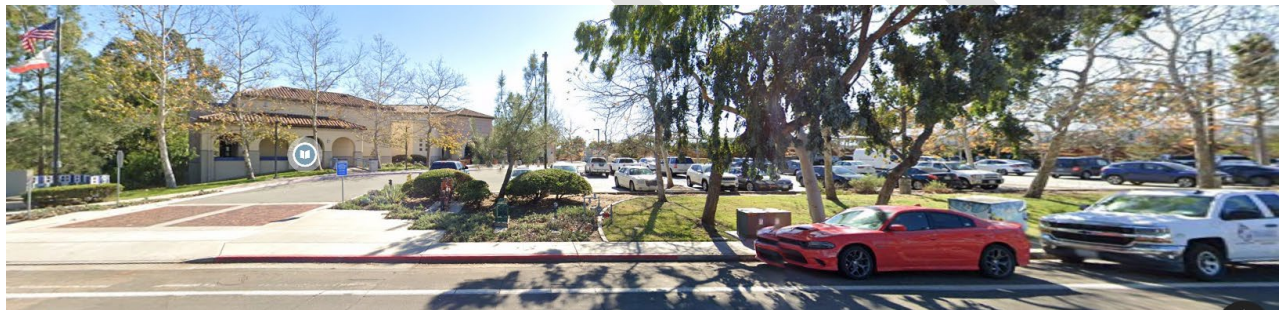


Malcolm X Library - 5148 Market Street



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Serra Mesa/Kearny Mesa Library – 9005 Aero Drive



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Mira Mesa Library – 8405 New Salem Street

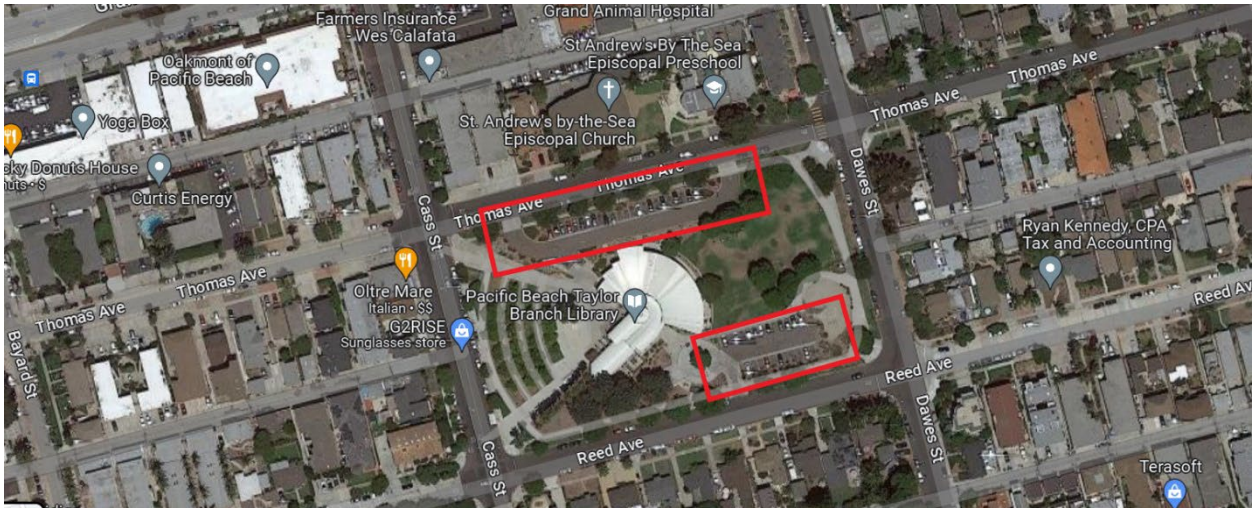


Mission Valley Library – 2123 Fenton Parkway

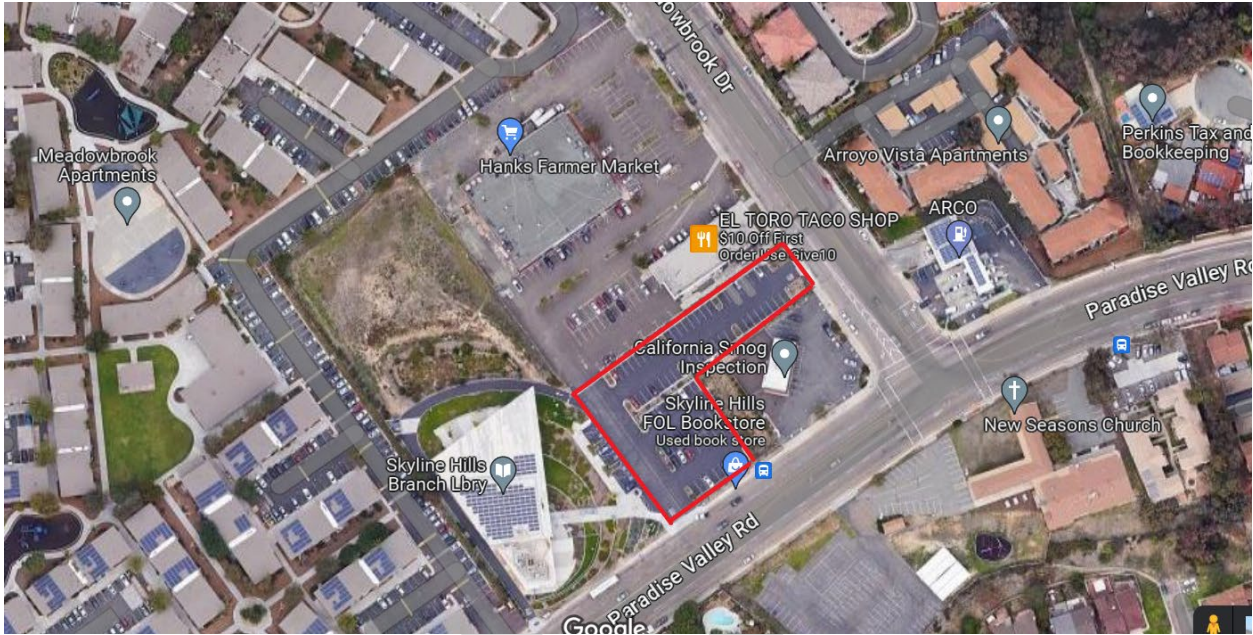


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Pacific Beach Taylor Library – 4275 Cass Street



Skyline Hills Library – 7900 Paradise Valley Road



NTC H-Barracks

