

*STAFF REPORT**CITY OF OCEANSIDE*

---

DATE: June 27, 2012

TO: Honorable Mayor and City Councilmembers

FROM: Neighborhood Services Department

SUBJECT: **ADOPTION OF A RESOLUTION ENDORSING THE "KEYS TO HOUSING TOOLBOX" WHICH IDENTIFIES REGIONAL STRATEGIES AND ACTIONS TO ADDRESS FAMILY HOMELESSNESS**

**SYNOPSIS**

Staff and the Housing Commission recommend that the City Council adopt a resolution endorsing the "Keys to Housing Toolbox" which identifies regional strategies and actions to address family homelessness.

**BACKGROUND**

The public perception and face of homelessness in the region is changing as more families struggle with today's economic challenges. Some individuals seek out emergency housing only for a short time because of a temporary crisis like a job loss, eviction or an episode of violence in their home. The largest group is families with children. Often families experiencing episodic homelessness can return to housing in a short period of time, with small instances of recidivism.

The San Diego Grantmakers Homelessness Working Group embarked on an effort to address episodic homelessness. The working group was established in May 2010 as a collaboration of private foundations, public governments, and other key stakeholders. The Keys to Housing Advisory Council and Steering Committee met regularly to develop a regional vision of ending family homelessness, with the goal that the "keys" will be adopted and implemented by jurisdictions and agencies in the region. Margery Pierce and Angie Hanifin served on the Steering Committee.

**ANALYSIS**

The Keys to Housing Advisory Council and Steering Committee have developed a Toolbox to end family homelessness based on best practices. The initiative has the goal of ending family homelessness in San Diego County by 2020. The Toolbox is a compilation of strategies from which stakeholders can identify action items that can be incorporated into their own plans. Several cities including San Diego, Chula Vista, National City and Solana Beach have supported the Keys to Housing Toolbox. The Keys to Housing Toolbox will be presented to other cities in the coming months.



The plan was developed as a Toolbox, rather than a mandated plan. Stakeholders can identify those strategies and action items that they can and will incorporate into their own action plans. The Toolbox consists of eight outcomes in five key areas:

#### Leadership and Advocacy

- Policies are changed/created/implemented to increase stability and support families
- A sustainable structure is created to ensure implementation of goals

#### Coordination of Services and Information

- Multiple pathways exist to access resources, centralize information and increase capacity and coordination of services and agencies

#### Permanent Affordable Housing

- Increases the number of affordable housing units in the region

#### Economic Security and Stability

- Family members are fully employed and moving toward self-sufficiency wages
- Families increase financial stability and move to self-sufficiency

#### Prevention

- Families are identified as at-risk and assisted prior to losing housing
- The number of families in poverty that enter homelessness is reduced

The only action requested is support for the regional plan. City staff will remain active in regional and local efforts to address needs of the homeless.

#### **FISCAL IMPACT**

There is no fiscal impact. Any further actions that include expenditures will be brought before the City Council.

#### **COMMISSION OR COMMITTEE REPORT**

On October 25, 2011, the Housing Commission unanimously recommended that the City Council adopt a resolution endorsing the Keys to Housing Toolbox which identifies regional strategies and actions to address family homelessness.

#### **CITY ATTORNEY'S ANALYSIS**

The referenced documents have been reviewed by the City Attorney and approved as to form.

**RECOMMENDATION**

Staff and the Housing Commission recommend that the City Council adopt a resolution endorsing the “Keys to Housing Toolbox” which identifies regional strategies and actions to address family homelessness.

PREPARED BY:

SUBMITTED BY:

  
\_\_\_\_\_  
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Housing Program Manager

  
\_\_\_\_\_  
Peter A. Weiss  
City Manager

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager

  
\_\_\_\_\_

Margery M. Pierce, Director, Neighborhood Services

  
\_\_\_\_\_

Attachments: Keys to Housing: A Toolbox to End Family Homelessness

1  
2 RESOLUTION NO. \_\_\_\_\_

3 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF  
4 OCEANSIDE ENDORSING THE KEYS TO HOUSING TOOLBOX  
5 WHICH IDENTIFIES REGIONAL STRATEGIES AND ACTIONS TO  
6 ADDRESS FAMILY HOMELESSNESS.

7 WHEREAS, according to the San Diego County Office of Education Student  
8 Services Report for 2010-2011, dated January 2012, 13,000 homeless children in the  
9 San Diego region were served by public school homeless liaisons in 2011;

10 WHEREAS, according to the 2011 Regional Task Force on the Homeless'  
11 Regional Homeless Assessment Profile report, each night nearly 1,700 children in the  
12 region live on the streets, in shelters, or in cars or other places not meant for human  
13 habitation;

14 WHEREAS, affordable housing, education, and employment have been proven to  
15 positively impact the ability of families to maintain stable homes and productive  
16 participation in the community;

17 WHEREAS, housing, education and employment are also known as keys in the  
18 prevention of and recovery from homelessness;

19 WHEREAS, stable housing is a proven platform for improved outcomes in  
20 education and health;

21 WHEREAS, over the past two and a half years, homelessness prevention and  
22 rapid re-housing services have proven effective in preventing and ending  
23 homelessness for more than 300 households in Oceanside and thousands more  
24 throughout the region, as shown in Homelessness Prevention and Rapid Re-Housing  
25 Program reports;

26 WHEREAS, growing local and regional support has been offered from a broad  
27 cross section of community stakeholders during the development of the Keys to  
28 Housing Toolbox;

WHEREAS, advocacy and action are essential to achieving the goal of ending  
family homelessness in our region;

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WHEREAS, the United States Interagency Coalition on the Homeless has established a goal of ending family homelessness by 2020.

NOW, THEREFORE, the City Council of the City of Oceanside does resolve as follows:

The City of Oceanside endorses the Keys to Housing Toolbox and will join with other jurisdictions and organizations to take action and measure progress in achieving the goal of ending family homelessness by 2020.

PASSED AND ADOPTED by the City Council of the City of Oceanside, this \_\_\_\_\_ day of \_\_\_\_\_, 2012, by the following vote:

AYES:  
NAYES:  
ABSENT:  
ABSTAIN:

\_\_\_\_\_  
MAYOR

ATTEST:

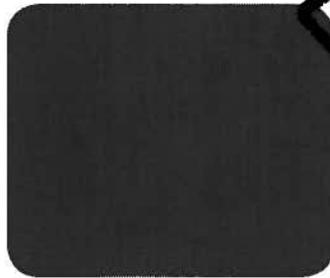
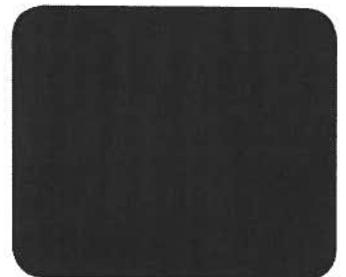
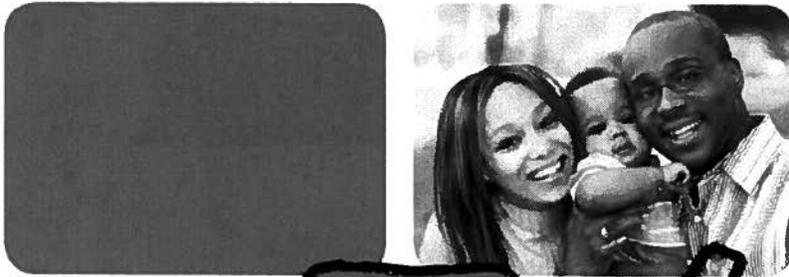
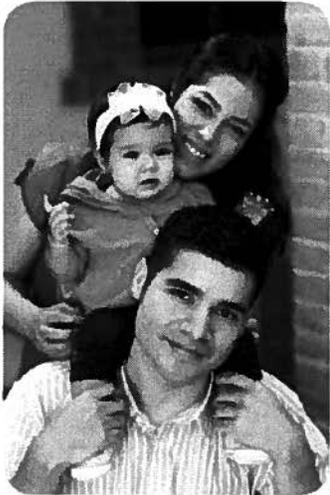
APPROVED AS TO FORM:

\_\_\_\_\_  
CITY CLERK

*Andrew Hamilton, ASST.*  
\_\_\_\_\_  
CITY ATTORNEY

**keystohousing**  
Ending Family Homelessness by 2020

# A Toolbox to End Family Homelessness



**keystohousing**



Ending Family Homelessness by 2020



*An Initiative of San Diego Grantmakers Homelessness Working Group*

## Family Story



### Crisis House

Laura answers the door with wet hair, a smiling seven year-old hanging onto her legs. This mom and her three daughters live in a one-bedroom apartment in South San Diego. What they are lacking in space they more than make up in love and energy. The girls giggle and play about the apartment, which is cozy and clean.

Laura graduated from the El Cajon Crisis House's domestic violence program. She had been living with a boyfriend who was physically and verbally abusive; Laura began to fear for her family's safety. "I knew I had to get us out of this, but I just didn't know how. I didn't make enough money to support three girls on my own," Laura remembers.

After one violent incident, Laura couldn't take it anymore. Desperate, she called 2-1-1 and explained her situation. They connected her immediately with Crisis House. "They took us in and gave us somewhere safe to go. They also gave us counseling and taught me time management and budgeting skills—it changed our lives," Laura said.

Today, life is safe for Laura's family. With rental assistance from the Crisis House, they are living in an affordable apartment. Laura has plenty of time to care for her girls and is also attending nursing school full time. She is grateful for the Crisis House's support but states, "I can't wait to be able to do all this on my own. When I become a nurse I'll make enough to take care of everybody."

This year, Laura and the girls took their first trip home to visit family. Laura's youngest looks at her with excitement. "The girls love telling this story," Laura smiles, a story with a happy ending.

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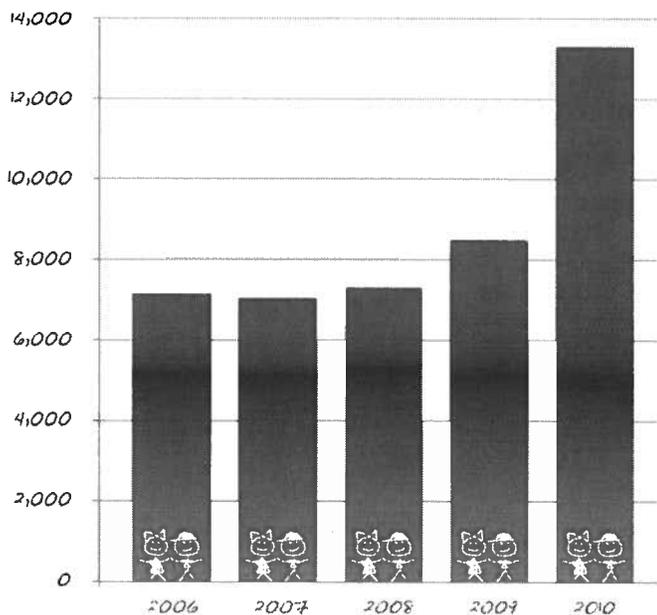
*Keys to Housing:* Ending Family Homelessness was established in May 2010 by a collaboration of private foundations, public government funders and other stakeholders working together under the auspices of the membership association San Diego Grantmakers. For more information, go to [www.keystohousing.org](http://www.keystohousing.org), email [info@keystohousing.org](mailto:info@keystohousing.org), or contact San Diego Grantmakers at 858-875-3333.

# We Can End Family Homelessness

A child struggles to concentrate on homework in the corner of a noisy and overcrowded apartment. A mother and her two young children couch surfing every evening. A family living in their car and “bathing” in the sink at the local park bathroom. That is what family homelessness looks like. For many San Diegans, these families go unseen and their stories untold. Often homeless for the first time due to loss of a job, medical emergencies or their landlord’s foreclosure issues, homeless families look very different than the pictures of homelessness that most frequently come to mind.

The numbers are growing. Since 2008, our region has experienced an 83% increase in children reported as homeless by the annual school homeless count. Schools-based homeless liaisons are serving children and their families who often are living doubled up with another family, in their cars, in shelters, or on the streets. The children come to school hungry, anxious, exhausted, and unable to succeed in school. Children who are homeless have lower academic achievement, exacerbated by frequent moves and psychological distress.<sup>1</sup>

*Children Receiving Homeless Services  
- SDC Office of Education*



<sup>1</sup> National Center on Family Homelessness, 2008, The Characteristics & Needs of Families Experiencing Homelessness, <http://www.familyhomelessness.org/media/147.pdf>

**13,200 Children**  
in San Diego County are Homeless, as identified by the school homeless liaisons. Children experience high rates of chronic and acute health problems while homeless; the stress has profound impact on development and school success.

*Source: San Diego County Office of Education, September 2010, National Alliance to End Homelessness, 2008*

In 2010, community stakeholders began meeting in cross-sector discussions, under the auspices of the San Diego Grantmakers Homelessness Working Group’s *Keys to Housing: Ending Family Homelessness* initiative to develop a regional vision and strategies to combat this growing concern. Regional approach is the key word. Family homelessness exists in every corner of our county. It affects and is affected by employment, income levels and disparities, housing costs and inventory, healthcare access, education, and food supply.

Solving and ending family homelessness is within our reach. And it is less expensive to prevent family homelessness than the cost of the status quo. But until we adopt a regional vision to end family homelessness and agree to each take an active role in solving the issue, we will not see sustainable change on those outcomes we most value.

The *Keys to Housing* Advisory Council of elected leaders, chaired by Todd Gloria, San Diego City Councilmember District 3, and the Steering Committee of broad-based community stakeholders, met regularly over the past year to develop a vision and explore effective strategies. The result? A Toolbox of potential actions in five key areas to achieve eight essential outcomes. Using the tools in these key areas, we can accomplish the eight outcomes – and end family homelessness by 2020.



## Leadership, Policies & Advocacy

- Policies are changed/created/implemented to increase stability and support families
- A sustainable structure is created and ensures implementation of goals



## Capacity, Data and Coordination of Services and Resources

- Multiple pathways exist to access resources, centralize information and increase capacity and coordination of services and agencies



## Permanent Affordable Housing

- The number of affordable housing units in the region is increased



## Increased Economic Security and Stability

- Family members are fully employed and earn at sustainable income levels
- Families increase financial stability and move to self-sufficiency



## Prevention

- Families are identified as at-risk and assisted prior to losing housing
- The number of families in poverty that enter homelessness is reduced

Homeless families look very similar to low-income families; there is often just one paycheck, one medical bill, or one emergency that separates the two, as homeless families tend to have fewer economic, social and housing resources.<sup>2</sup> Solving the problems of family homelessness will logically use some of the strategies for addressing poverty. Strengthening our families to help them become more economically secure and self-sufficient will require a critical review and potentially significant changes to the policies, programs and funding for our most vulnerable residents.

Nationally, about one percent of Americans will experience homelessness over the course of a year; 50% are members

of homeless families. Across our community, our state, and the nation, there is a shortage of resources to solve all the issues we face. Collaborative and coordinated use of precious resources is critical for implementing long-range strategies with long-term results.

In 2009, the American Recovery and Reinvestment Act served as a springboard for developing new community strategies to end family homelessness. The \$13 million of Homeless Prevention and Rapid Re-housing temporary program funds brought into our community during the period October 2009 – March 2011 prevented 1,350 families from becoming homeless, and secured housing for more than 730 already homeless families. But when short-term programs end, we can be left with the same problems if we do not learn the lessons they offer and work to sustain successful strategies. This Toolbox seeks to take the lessons learned through the stimulus funding as an important starting point for the future.

The timing is right to take on the issues of low-income families who are at risk or experiencing family homelessness. The Federal government's enactment of the HEARTH Act, which redefines how resources for all homeless people will be shared and prioritized, is a great catalyst for broader collaboration. U.S. Department of Housing and Urban Development (HUD) and the U.S. Interagency Council on Homelessness are looking at how housing, employment, transportation, and health and social services all intersect to build stronger communities. San Diego County jurisdictions must also develop new Housing Element plans for the period 2013 – 2020, and will need to assess policies and programs to meet the housing needs of their future residents. State government is looking at opportunities to implement an interagency council to parallel the national council and coordinate efforts across California. The impact of the recent major recession will continue to drain resources and challenge our economy during this decade.

*Keys to Housing* Advisory Council and Steering Committee have developed this as a Toolbox, rather than a mandated plan, so that jurisdictions, provider agencies, community groups, employers and the business community, housing advocates, and other stakeholders can grab hold of those strategies and action items that they can and will incorporate into their own action plans and for which they will take on

<sup>2</sup> National Alliance to End Homelessness, 2006: Sourcebook: What You Should Know About Family Homelessness, [www.endhomelessness.org/content/article/detail/1006](http://www.endhomelessness.org/content/article/detail/1006)

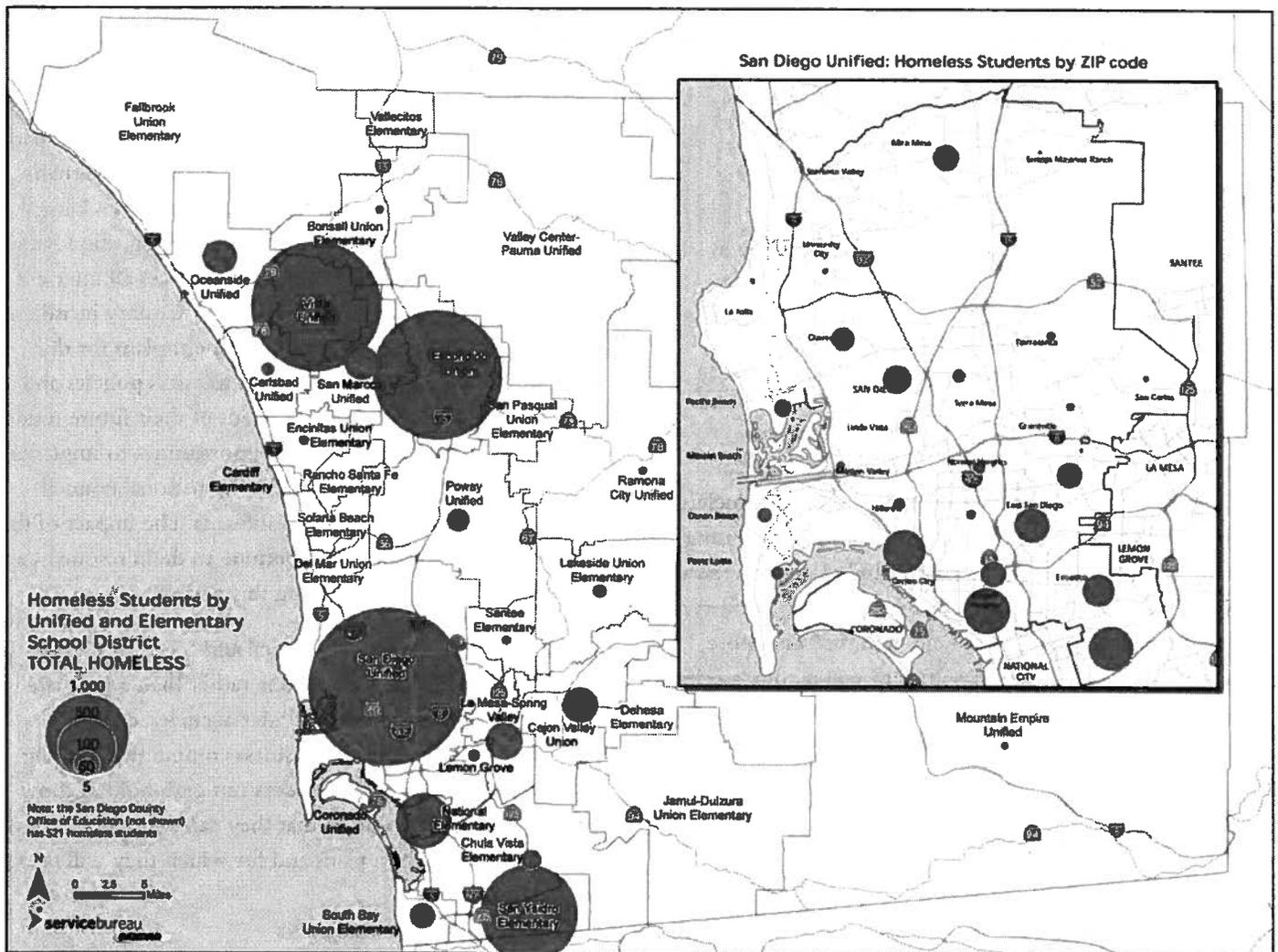
responsibility. As a community, we will measure our progress on our goals in eight overarching outcomes. We will report back to each other on our progress and to the community at-large each year, sharing responsibility for the results. In 2020, we will be able to assess the status of our community, and recognize how far we have come to support and stabilize vulnerable families, and in the process strengthen our community.

This Toolbox to end family homelessness is based on best practices from our community and around the country, and the shared wisdom of the planning processes that came before. The San Diego 10-Year Plan to End Chronic Homelessness (PTECH), or Home Again project now administered by United Way, outlined strategies that are mirrored in the toolbox. Likewise, strategies from the HUD Strategic Plan 2010–15, the U.S. Interagency Council on

Homelessness Plan, and the draft of the California Plan for Family Homelessness were incorporated to build on existing efforts, priorities and funding streams. The Regional Continuum of Care Council (RCCC) as the region’s coordinating body for all types of homelessness began planning chapters for a comprehensive Blueprint prior to the launch plan to end chronic homelessness.

The toolbox is both a compilation of strategies recently identified by diverse stakeholders during Keys meetings, as well the lessons learned over the past two decades. It is important to have the right tool for the each situation. As no two cities or two agencies are identical, it is the intention of the *Keys to Housing* initiative to offer many tools, and request that stakeholder groups identify which ones they will choose to use, so that a measure of accountability across the county can be established.

### This is Where Homeless Students and Their Families Live



**Keys to Housing  
Advisory Council of Elected Leaders**

**Chair**

Todd Gloria, *San Diego City Councilmember, 3rd District*

**Chula Vista**

Steve Castaneda, *Councilmember*

**Coronado**

Carrie Downey, *Councilmember*

**Encinitas**

Maggie Houlihan, *Councilmember*

Teresa Barth, *Councilmember*

**Escondido**

Olga Diaz, *Councilmember*

**La Mesa**

Art Madrid, *Mayor*

**Lemon Grove**

George Gastil, *Councilmember*

**National City**

Rosalie Zarate, *Councilmember*

Mona Rios, *Councilmember*

**Poway**

Jim Cunningham, *Councilmember*

**San Diego**

Marti Emerald, *Councilmember 7th District*

Sherri Lightner, *Councilmember 1st District*

**San Marcos**

Kristal Jabara, *Councilmember*

**Solana Beach**

Lesia Heebner, *Mayor*

**California State Assembly District 76**

Toni Atkins, *Assembly member*

**San Diego Grantmakers  
Homelessness Working Group**

**Chair**

Mary Herron, *The Parker Foundation*

**Alliance Healthcare Foundation**

Arthur Roke

**Corporation for Supportive Housing**

Simonne Ruff

**HomeAgain**

Brian Maienschein

**Leichtag Family Foundation**

Sharyn Goodson

**McCarthy Family Foundation**

Tim McCarthy

**Regional Task Force on the Homeless**

Peter Callstrom

**San Diego Housing Commission**

Cissy Fisher & Kathi Houck

**San Diego Social Venture Partners**

Karen Brailean

**Union Bank**

Kathy Patoff

**United Way of San Diego County**

Carol Williams

**U.S. Dept. HUD**

Frank Riley

## **Keys to Housing Planning Group**

### **Chair**

Mary Herron, The Parker Foundation

### **211 San Diego**

John Ohanian & Gabe Kendall

### **Affordable Housing Advocates**

Catherine A. Rodman

### **City of Chula Vista**

Amanda Mills

### **City of El Cajon**

Jamie Kasvikis

### **City of Oceanside**

Margery Pierce & Angie Hanifin

### **City of Santee**

Joyce Easley

### **Community Health Improvement Partners**

Kristin Garrett & Clyde "Bud" Beck, MD

### **Community HousingWorks**

Sue Reynolds & Patti Hamic-Christensen

### **Corporation for Supportive Housing**

Simonne Ruff & Tricia Tasto Levien

### **County of San Diego, Department of Housing and Community Development**

Dolores Diaz

### **County of San Diego HHSA**

Rene Santiago & Yolanda Valdez

### **Family Health Centers of San Diego**

Fran Butler-Cohen

### **HomeAgain/United Way**

Brian Maienschein & Lance Witmond

### **HomeStart**

Laura Mustari

### **Hospital Association of San Diego & Imperial Counties**

Judith Yates

### **Housing Advocate**

Hannah Cohen

### **Housing Opportunities Collaborative**

Vino Pajanor

### **Interfaith Shelter Network**

Rosemary Johnston

**Le Sar Development Consultants/Ending  
Homelessness in Downtown San Diego Campaign**  
Matthew Doherty

### **Manpower Inc.**

Trevor Blair

### **North County Alliance for Regional Solutions**

Donald Stump

### **ReBOOT**

Ronne Froman

### **Regional Continuum of Care Council**

Patricia Leslie

### **Regional Task Force on the Homeless (RTFH)**

Peter Callstrom & Anne Kerr

### **San Diego Association of Governments (SANDAG)**

Susan Baldwin

### **San Diego County Apartment Association**

Alan Pentico

### **San Diego County Bar Foundation**

Briana Wagner

### **San Diego County Office of Education**

Michelle Lustig & Sophie Lor

### **San Diego Housing Commission**

Cissy Fisher & Kathi Houck

### **San Diego Housing Federation**

Susan Riggs Tinsky & Doris Payne-Camp

### **San Diego Regional Chamber of Commerce**

Mike Nagy

### **San Diego Social Venture Partners**

Karen Brailean

### **San Diego State University Institute of Public Health**

Sherry Patheal

### **San Diego Workforce Partnership**

Jessica Mosier & Chuck Flacks

### **Service Employees International Union**

Sherry Rednour

### **University of California Extension Division**

Locke Epsten

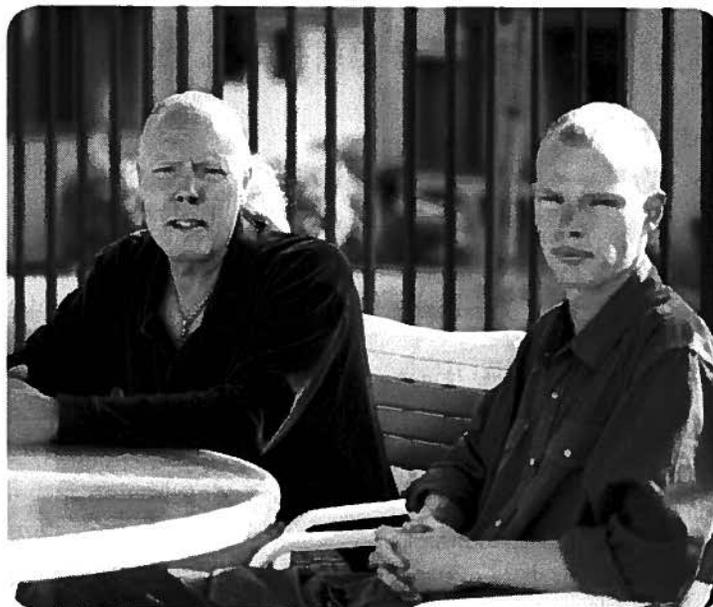
### **US Dept. Housing & Urban Development (HUD)**

Frank Riley & Myrna Pascual

### **US Dept. Veteran's Affairs**

Clay King

## Family Story



### HPRP

It's easy to see that Ron and Cody are related—they are both tall and lean with light blond hair and kind faces. The father and son seem relaxed sitting next to the small pool in their El Cajon apartment complex.

"I went through some real hard stuff there for about a year," Ron reflects. "It was my mom, my heart, my job—everything all at once." Last year, when Ron's mother was diagnosed with Alzheimer's disease, Ron and his teenaged son moved in to help her. Soon after, Ron was diagnosed with a heart condition that left him unable to work. The same week as his scheduled surgery, Ron's mom was moved into a nursing home and within a month her property was put on the market and sold.

Ron found himself with no job, no money and no place to go. Out of options, he sent Cody to stay with his mom. Ron moved from seedy trailers to drug houses, to motels that he paid for with credit cards he had no hope of returning payment on.

Lost without his son, Ron searched for ways to get Cody back. He called the Grossmont Resource Center to ask about help with transportation to and from Cody's school, which wasn't accessible by any bus lines. The case manager he spoke with connected Ron with the Homeless Prevention and Rapid Rehousing program and within two and a half weeks Cody and Ron had a place of their own.

"I'm a Christian man and this was almost a miracle. We stayed there for a year while I got back on my feet and then we were able to afford this place," Ron motions to a serene courtyard in the middle of their complex in this quiet suburban neighborhood.

Today Ron has a good paying job with great benefits at the San Diego Zoo. He seems content with his situation and proud to be able to provide for his son. "I always tell him, don't be like me. I partied until I was 41," smiling, Ron elbows his son. Cody shakes his head and reminds his dad of his 3.2 GPA. After high school, Cody wants to join the navy, become a cryptologist and see the world.

Ron shudders to imagine what would have happened without HPRP. "I needed help. We never would have been here. All this never would have been possible without the help of that program."



# Leadership, Policies & Advocacy

## OUTCOME 1:

### Policies are changed/created/ implemented to increase stability and support low-income families

**S**trong leadership and political will are essential to ending family homelessness. Innovative public policies are required to address the needs of low-income families, coordinate appropriate use of public resources, and ensure that the region receives its fair share of state and federal resources. In addition, by working regionally these policies can assure equitable distribution to match the needs of families throughout the region.

The *Keys to Housing* initiative identifies best practices which combine innovative methods with improved coordination of services at the jurisdiction level to make changes in every community. The next step is for jurisdictions to adopt the practices and tools either as individual cities or a region as a whole. Working together, our community can be on the cutting edge for ending homelessness and ensuring stability for families.

Most would agree that the greatest barriers to maintaining housing in San Diego are the high cost of housing and a lack of adequate inventory of affordable housing. Many cities have already increased capacity of affordable housing through zoning and land use changes. Within the City of San Diego redevelopment zones, more than 2,600 units of affordable housing have been created since 2005.

During the *Keys to Housing* evaluation of the 2005 – 2010 Housing Elements, it became clear that some jurisdictions were able to accomplish more than others. The best practices that became evident from this comparison were:

- The use of numerous tools to increase the quantity of affordable housing
- Inclusionary housing ordinances with provision to add housing units rather than in-lieu fees at rates inadequate to add units

- Capacity within jurisdiction to allocate adequate staff resources to affordable housing
- Density bonus and accessory dwelling units/conversion of illegal units ordinances
- Identification of underutilized sites to meet Smart Growth objectives

Numerous policies have been identified for potential regionalization, including those focused on increasing the inventory of affordable housing, enhancing resource coordination, and developing economic security.

They include:

- the development of region-wide prioritization of needs and services;
- pooling of federal, state and local funding; agreement across the region on allocation of resources such as Community Development Block Grant funds for vulnerable families;
- land banking and the development of a county-wide Housing Trust Fund; and,
- standardization of ordinances including zoning and linkage fees.

The U.S. Interagency Council on Homelessness's strategic plan, *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness 2010*, calls for engagement of state and local leaders along with citizens and the private sector to promote collaborative leadership. California legislators support the implementation and funding of a state Interagency Council, as called for in the *State Action Plan for California Homeless Families*.<sup>3</sup>

Through the implementation of the *Keys to Housing* tools, San Diego region can take a leadership role with the state Interagency Council, illustrate effective best practices for access to affordable housing, coordinate resources, motivate business to create sustainable wage jobs, and provide appropriate resources to stabilize and strengthen families. Using these strengths to our advantage, it is time to develop and implement policies that will achieve real improvement for our region.

<sup>3</sup> <http://www.homebaseccc.org/PDFs/CATenYearPlan/DraftCAActionPlan.pdf>



## Leadership/Policies and Advocacy



1  
OUTCOME

Policies are changed/created/implemented to increase stability and support low-income families

toolbox

### What we will measure to track our progress over time:

- Number and impact of policies adopted for regionalization from Jurisdiction Consolidated Plans and annual action plans
- Number of new/revised policies included in 2013 Housing Elements and reported in annual reports to State HCD
- Memoranda of Understanding between jurisdictions adopted

	Action	Time Frame	Proposed Partners
1.1	<b>Potential policies are identified as best practices regionally and nationally</b>	Yrs 1 - 5	Jurisdictions, SANDAG
1.11	• Build local support and advocate for an optimal mix of diverse housing and services options		
1.12	• Convene regular opportunities for elected leaders, providers and other stakeholders to learn about best practices that are cost-effective		
1.13	• Increase awareness to overcome opposition and address public concerns		
1.2	<b>Best practice policies already enacted by individual cities or County are adopted by other jurisdictions</b>	Yrs 1 - 10	Jurisdiction staff & elected leaders
1.21	• Engage housing developers, funding agencies, affordable housing advocates and others to review zoning and building codes that provide barriers to affordable housing; review recommendations		
1.22	• Ensure that all new housing developments include a % for affordable housing		
1.23	• Encourage development of affordable housing along transit lines in line with SB 375 and Sustainable San Diego policies		
1.24	• Collaborate to address regulatory barriers hindering best practices		
1.3	<b>Best practice policies identified from outside the region are adopted by local jurisdictions</b>	Yrs 2 - 10	Jurisdiction staff & elected leaders
1.31	• Investigate shift to outcomes-based contracts focused on housing and stability outcomes		
1.4	<b>Key policies for regional adoption are identified and enacted by all jurisdictions</b>	Yrs 2 - 10	Jurisdiction staff & elected leaders, SANDAG
1.41	• Advocate for increased and targeted state and federal resources including revision of federal funding formula, establishing housing trust funds, establishing state interagency council, and other critical policies		



## Leadership, Policies & Advocacy



Research shows that communities can save money by providing housing to people experiencing homelessness.

Source: <http://homeless.samhsa.gov/channel/cost-of-homelessness-631.aspx>



### OUTCOME 2: Structure for Sustainability is Created and Ensures Implementation of Goals

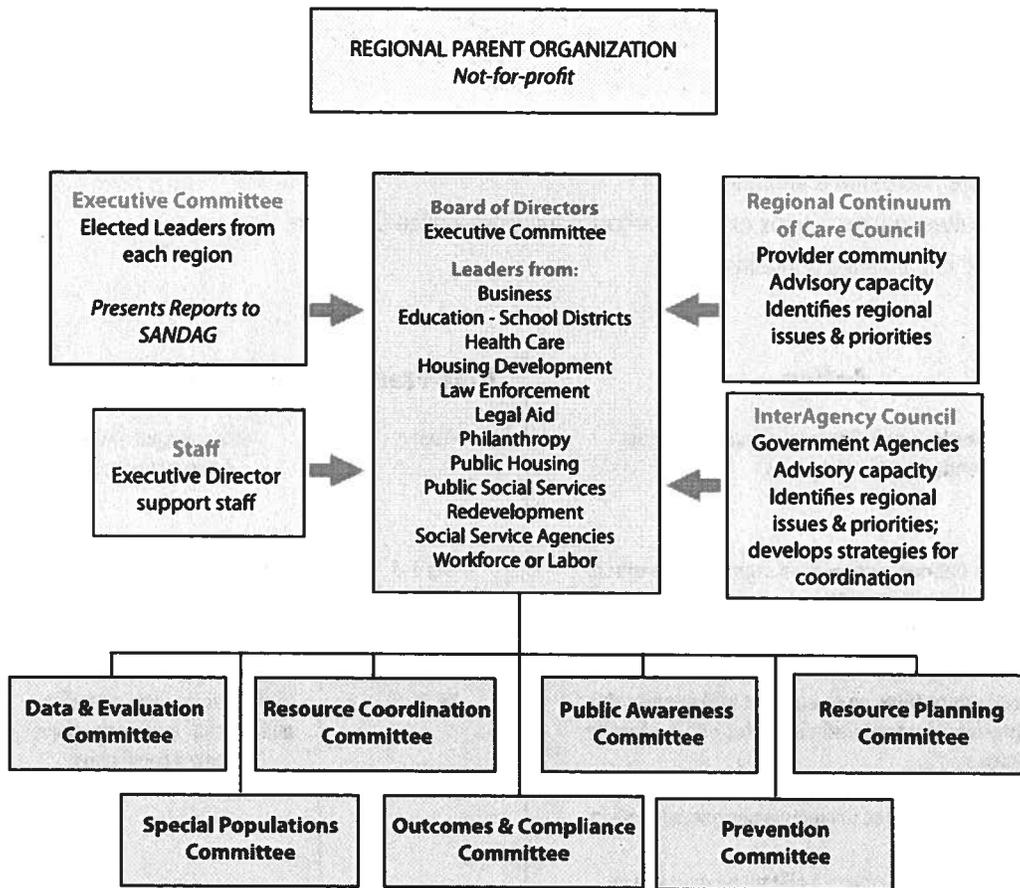
The phrase “Collective Impact” is one catching fire throughout the country. Coined by John Kania and Mark Kramer in their Winter 2011 article in *Stanford Social Innovation Review*<sup>4</sup>, collective impact is not a new concept; it speaks of highly engaged collaboration across all sectors leading to system and endemic change with long-range impact and community improvement. The *Keys to Housing* initiative fits the collective impact model as it was created through broad collaboration across all sectors in San Diego County.

One of the five critical conditions of collective impact is the need for a backbone support organization to provide continuous communication between partners and to coordinate multiple and mutually reinforcing activities focused on a common agenda with shared measurement systems. This organization must be able to “plan, manage and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.” The authors note the need for a highly structured process for effective decision-making.

Over the course of the *Keys to Housing* planning process, elected leaders and regional stakeholders reviewed best practices across the country for sustaining efforts to end family homelessness by 2020. These discussions led to the design of this potential structure:

<sup>4</sup> Kania, J., and Kramer, M; Winter 2011, *Collective Impact*, *Stanford Social Innovation Review*

**POTENTIAL STRUCTURE FOR IMPLEMENTATION AND SUSTAINABILITY  
ENDING HOMELESSNESS IN SAN DIEGO COUNTY**



Keys recommends a 501c3 as the appropriate structure for the San Diego region due to the non-profit ability to be nimble, attract public and private resources, and potentially serve as a fiscal agent for homeless funding. The Regional Continuum of Care Council was established in 1994 as the region-wide volunteer, community-based collaborative to engage and coordinate efforts of organizations serving the homeless population. Currently the community is evaluating a change in structure to align with the new HUD priorities and policies, and to increase the capacity of the region. The *Keys to Housing* Steering Committee and Advisory Council have encouraged the RCCC consider to becoming the backbone organization for all homeless efforts, including as the structure for the coordination and sustainability of activities and outcomes outlined in the *Keys to Housing: Ending Family Homelessness* Toolbox.

Development of a Board of Directors with cross-sector representation and leadership by elected officials, who engage in implementation and on-going measurement of accomplishments is critical to the achievement of the eight outcomes. A report card focused on key indicators for each of the eight outcomes will be published annually. Participating jurisdictions and organizations will help track progress towards goals. Communication across sectors will ensure that the initiative continues to engage with city councils, the County Board of Supervisors, SANDAG, and to foster on-going public awareness about issues and potential solutions related to family homelessness.



## Leadership/Policies and Advocacy



keys to housing  
toolbox

OUTCOME  
**2**

**A sustainable structure is created and ensures implementation of goals**

### What we will measure to track our progress over time:

- A Governance Structure is created and funded
- Signed agreements between jurisdictions exist to authorize the Governance Structure
- A Regional report card is published annually

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>2.1</b>	<b>Steering Committee and Advisory Council concur on a recommendation for structure</b>	Year 1	Steering Committee, Advisory Council
<b>2.2</b>	<b>A structure is defined and parties sign MOU or other documents to formalize with accountability and funding</b>	Yrs 1-2	Jurisdictions, philanthropy and foundations
<b>2.3</b>	<b>Develop adequate funding to support and sustain the implementation of a regional vision for ending family homelessness</b>	Yrs 2-10	Jurisdictions, govt agencies, philanthropy and foundations, business community
2.31	• Investigate opportunities to create a designated funding stream		
2.32	• Enlist business community to facilitate funding stream through corporate sponsorship, events, cause marketing, etc.		
2.33	• Seek and attain sufficient & diverse funding to maintain operations		
2.34	• Garner and provide a share of funding through annual budgets and MOUs		
<b>2.4</b>	<b>Publish an annual report card of progress on goals; use the report to increase public awareness and support to prevent and end family homelessness</b>	Yrs 2-10	Governance structure entity, jurisdictions, planning staff, government agencies
2.41	• Use data to create mechanisms for quality improvement		
2.42	• Develop a comprehensive evaluation system that reflects shared desired outcomes		
2.43	• Distribute and communicate results of annual report card for continuous improvement		
<b>2.5</b>	<b>Jurisdictions, agencies, and other stakeholders report progress on their goals to the community</b>	Yrs 2-10	Jurisdictions, community agencies, stakeholders
2.51	• Review progress towards goals and measure participation by various sectors		
2.52	• Engage a media partner to assist in annual reporting of progress on goals		

## Family Story



### FOCUS

Crystal's daughter Christina is a little shy. She sits quietly in their El Cajon apartment, curiously looking around at the strangers in her living room. Not yet two years old, Crystal tells us that potty training is in progress, and is quite a challenge.

Crystal and her husband met while working at Walmart. They learned they were pregnant right in the middle of the economic crisis, and soon found themselves laid off. When disagreements with family landed them on the streets, they didn't know what they would do. In love and determined to find a way to provide for the family, Crystal's husband took low-paying maintenance jobs, trying to keep them afloat.

Living on the street, Crystal was scared. That's when they learned about the FOCUS program. "I went through the FOCUS program and it's just changed my whole perspective," Crystal said. FOCUS provides long-term case management and housing assistance to families in need; they are currently helping Crystal and her husband with transitional housing.

Now, Crystal works at Macy's in the shoe department and her husband makes a living as a caretaker for the elderly. Although Crystal isn't yet working fulltime, she's dedicated to creating a better life for her family. "I'm going to Kaplan University to get my associate's degree in business," Crystal said proudly. "That way, I'll be able to get a management position." Christina holds on to her mom's neck and Crystal pats her back reassuringly. "Now, if we could only get the potty training figured out."



# Capacity, Data and Coordination of Resources

## OUTCOME 3:

### Multiple pathways exist to access resources, centralize information and increase capacity and coordination of services and agencies.

The current mantra: Do more with less. Or at least: Do well with less. The after effects of the economic meltdown have forced everyone to look strategically at how to meet growing needs with fewer resources. Families who often become homeless, for the first time due to loss of job, foreclosure, medical emergency or other economic catastrophe, look very similar to other low-income working families.

More than 90,000 area residents receive benefits or services through County of San Diego Health & Human Services Agency. Many more turn to nonprofit organizations to help them fill the gaps to remain housed and fed. With so many opportunities to “touch” the lives of these families, the *Keys to Housing* stakeholders focused on how to better coordinate the network of community agencies to provide an easier and more streamlined system for consumers to navigate. Tying resources together across the region can be challenging.

Through the *Keys to Housing* process community leaders agreed on key strategies and tools to provide multiple, linked pathways to resources and services. The first builds on existing strong collaborations to serve as “front doors” to services through a network of triage, assessment and referral. Cross-training staff across agencies and linking homeless prevention services to other family and community support resources are strategies that will bring results.

Keys envisions ‘Navigator’ services at agencies currently providing intensive case management. To serve more families with reduced resources, Navigators can provide short term assistance and guidance for those who can find resources, complete applications, and follow-up with agencies more independently. It is estimated that more than half of households at risk of or experiencing homelessness for the first time could have their needs met through the support and short term services of a Navigator rather than longer-term intensive services.<sup>5</sup> This means more resources would be available for those families requiring more extensive services to succeed. The Navigator model could be piloted at sites already connected to a strong community network.

## Families

living in Affordable Housing have on average 20% more of their income left each month for food, clothing and other necessities, which contributes annually to the local economy

*Source: City of Chula Vista Planning Department*

Finding affordable housing is one of the most difficult tasks a family faces. Since many affordable housing complexes and rental assistance programs have waiting lists several years long, it might take 100 phone calls to find appropriate and available housing. The development of a new regional, database of publicly subsidized and private affordable housing could greatly facilitate finding housing. The database would include an online screening process for preferences and eligibility, and the ability to apply to multiple waiting lists with the click of a mouse, saving time and energy for both the consumer and the housing provider.

Another key tool identified to improve the pathways to resources is the sharing of data across agencies, allowing them to streamline eligibility and application processes

<sup>5</sup>Based on HPRP data 2009-2010.

Centralized information can result in more creative and effective use of resources.

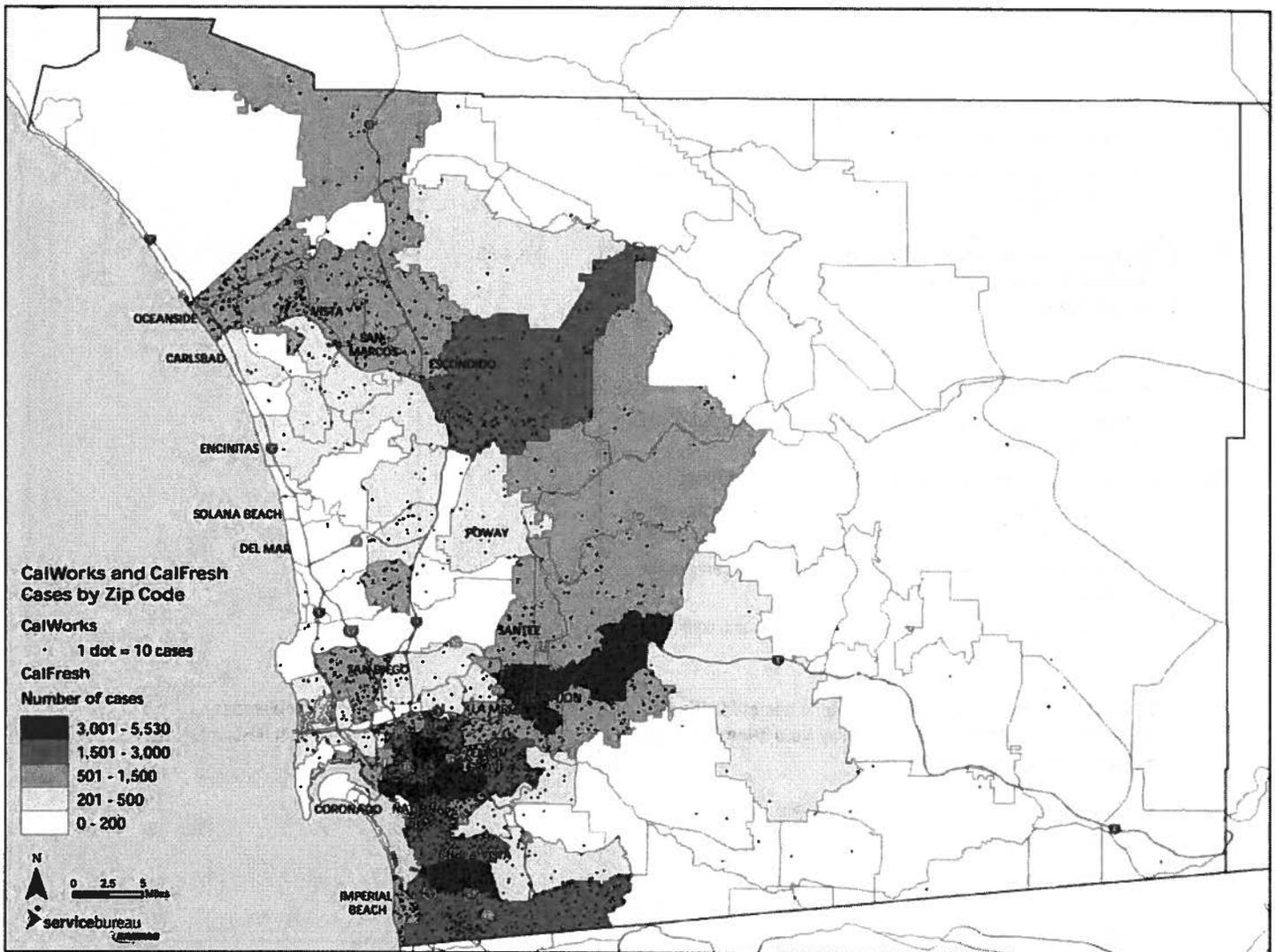
for the household. Rather than submitting the same information numerous times for various services, the applicant could choose for information to be shared between partner agencies. Agencies could better serve clients by understanding the types of services they are currently using, or benefits they have been unable to receive and matching the needs.

Coordination of financial resources is also an important tool in the toolbox. Currently, many government funding streams can have little flexibility. The HEARTH Act seeks

to improve this, and other federal and state funds may be motivated to leverage and coordinate as well. *Keys to Housing* seeks to advocate for more flexible and less categorical funding to better serve the needs of vulnerable families.

These tools will all require the coordination of agencies throughout the region to actualize maximum benefit. Each goal is achievable, and would improve service to residents, reduce costs and duplication, and improve community outcomes.

### Where Low-income Families Receiving Mainstream Benefits Live





# Capacity, Data and Coordination of Services and Resources

**3**  
OUTCOME

Multiple pathways exist to access resources, centralize information and increase capacity and coordination of services and agencies



**What we will measure to track our progress over time:**

- Use and growth of Database of Housing options
- Use and growth of centralized client/service database
- Extent of services linked together through community agencies, schools and 211

	Action	Time Frame	Proposed Partners
<b>3.1</b>	<b>Strengthen existing regional collaborations (North Coastal, North Inland, South, East, North Central) to serve as "front doors" to full continuum of services designed to strengthen families</b>	Yrs 1 - 5	Provider agencies, HomeAgain, Mainstream Resources
3.11	• Launch pilot program in South Bay and/or North County		
3.12	• Inventory best practices for replication		
3.13	• Coordinate existing mainstream resources and community based organizations		
3.14	• Cross-train staff regularly between organizations		
3.15	• Identify funding opportunities		
3.16	• Link homeless prevention services to other family and community support initiatives		
<b>3.2</b>	<b>Strengthen current system of care to enhance "front door" to services and coordination of intake and services</b>	Yrs 1 - 5	211, RCCC, provider agencies, Family Resource Centers, Mainstream Resources
3.21	• Inventory programs to assess barriers and restrictions		
3.22	• Create "warm" client handoffs		
3.23	• Employ technology to provide services without walls; incl. WebEx interviews, electronic signatures, etc,		
3.24	• Create opportunities for co-location and storefront settings		
3.25	• Build capacity of 211 to serve as a "front door" connected with area providers		
3.26	• Support RCCC to address challenges and fill gaps in services for families/youth		
3.27	• Link homeless prevention services to other family and community support initiatives		
<b>3.3</b>	<b>Develop and cultivate a Navigator role to assist families to advocate for themselves, moving away from intensive case management for those appropriate</b>	Yrs 2 - 4	Provider agencies, Mainstream Resources
3.31	• Develop typology for range of services needed		
3.32	• Incorporate Neighborhood Leaders and Promotoras models		
3.33	• Leverage resources between agencies		
3.34	• Develop opportunities for increased cooperation and coordination between agencies		
3.35	• Assure that "service without walls" maintains human assistance		

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>3.4</b>	<b>Work closely with school homeless liaisons to identify and support families SDCOE and homeless liaisons</b>	Yrs 1 - 10	SDCOE and homeless liaisons
<b>3.5</b>	<b>A regional, comprehensive and real-time database of subsidized and private affordable housing inventory is established, maintained and used; include an eligibility screening tool and centralized application and access to waiting list</b>	Yrs 1 - 10	RTFH, 211, SDHOC, Apartment Association, PHAs, SDHF, HUD, housing coordinators at area provider agencies, redevelopment agencies, Housing Opportunities Collaborative
3.51	• Prototype developed with common language, agreed-on fields,		
3.52	• Resources identified for development and operations		
3.53	• Agency identified to take lead, assure works with HMIS, 211, EMS and other systems		
3.54	• Begin with inclusion of all rent-restricted properties		
3.55	• Add privately owned, non-restricted properties		
3.56	• Provide incentives to cities/ agencies/property owners to keep updated		
3.57	• Contracts mandate use/update		
3.58	• Coordinate process of who monitors waiting lists		
<b>3.6</b>	<b>A program level and client level centralized database and/or data warehouse and procedures for sharing client information is established to view assessments, referrals and wait lists to minimize duplication of services</b>	Yrs 2 - 5	RTFH, providers, FABC providers, Mainstream Resources
3.61	• Identify barriers to data sharing & develop solutions, including blanket MOUs for sharing info		
3.62	• Develop common language for data that is consumer friendly and providers can agree to use/input		
3.63	• One agency has central responsibility for database		
3.64	• Agree to use same assessment tool/fields across agencies		
3.65	• Identify common data pieces on client, program and jurisdiction levels		
3.66	• Data match or merge ongoing		
3.67	• Build capacity for data navigators/TA to assist agencies with data		
3.68	• Include non-traditional providers serving low-income/at-risk		
<b>3.7</b>	<b>Develop and implement a communications and outreach strategy to increase awareness of issues, resources and opportunities</b>	Yrs 2 - 10	SD Grantmakers, 211, RCCC, HomeAgain
<b>3.8</b>	<b>Facilitate dissemination of data and evaluation to all partners; meet regularly to enhance collaboration, coordination and measurable outcomes</b>	Yrs 1-10	Governance structure RTFH, RCCC, Providers, Jurisdictions



# Permanent Affordable Housing

## OUTCOME 4:

### Increase the number of affordable housing units in the region

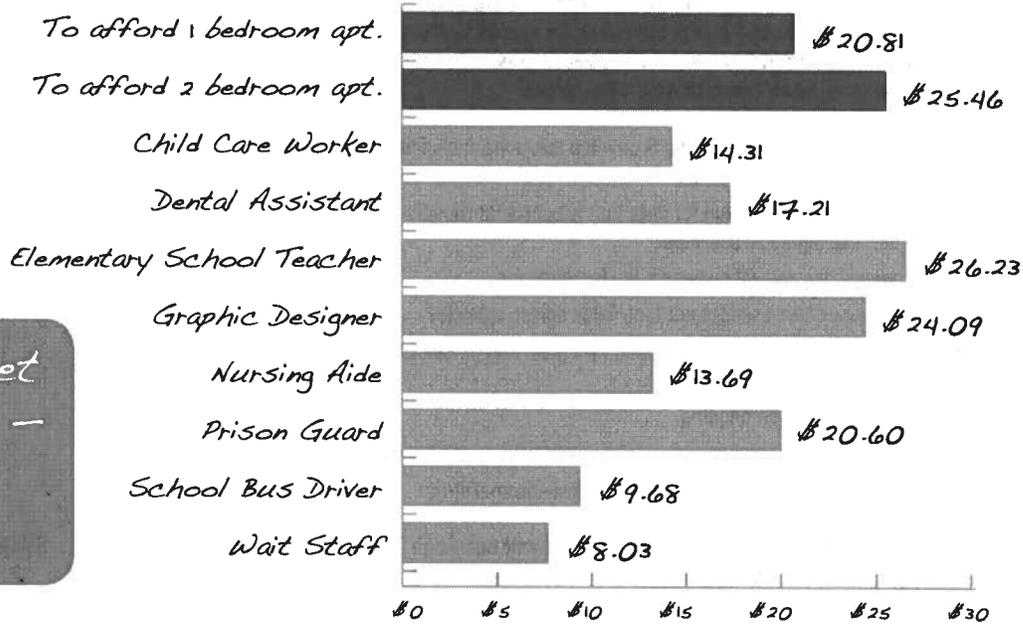
The foundation of a healthy community – education, jobs, and economic prosperity – begins at home.

Healthy communities need housing that serves the needs of all income levels. In a community with a high cost of housing like San Diego, achieving the affordable housing goals that support and shape economic growth can be a daunting task. As of 2008, San Diego County had a deficit of 90,500 housing units<sup>6</sup> at the very low and low-income brackets. Affordable housing is the key to many other critical factors. Research shows that the stability of an affordable mortgage or rent has profound effects on childhood development and school performance<sup>7</sup> and can improve health outcomes for families and individuals.<sup>8</sup>

The benefits of affordable housing extend well beyond the family into other parts of the community. In San Diego County, 48% of households spend 35% or more of their household income on rent<sup>9</sup>; these families have substantially less disposable income to spend in the community. As a community, San Diego carries a higher rental burden nearly twice the national average of 26%. The development of affordable housing increases employment, provides revenue for local governments, and encourages the development of retail, office and manufacturing space, and transit enhancements. Without an adequate supply of affordable housing, it is difficult to attract and retain workers. Stable housing reduces the burden on other social sectors as well, reducing healthcare, public safety and environmental costs.



Rental Market  
in San Diego –  
2009/2010  
by Hourly Wage



Sources: National Low Income Housing Coalition, Center for Housing Policy, Veterans Village of San Diego, Regional Task Force on the Homeless San Diego

<sup>6</sup>County of San Diego Consortium, 2010 – 2015 consolidated Plan and 2010 Action Plan, May 2010. County of San Diego Department of Housing and Community Development, Section II page 16.

<sup>7</sup>Lubell, Jeffrey, and Maya Brennan. 2007, July. Framing the Issues — the Positive Impacts of Affordable Housing on Education. Washington, DC: Center for Housing Policy.

<sup>8</sup>Lubell, Jeffrey, Rosalyn Crain, and Rebecca Cohen. 2007, July. Framing the Issues — the Positive Impacts of Affordable Housing on Health. Washington, DC: Center for Housing Policy.

<sup>9</sup>U.S. Census Bureau, 2009 American Community Survey

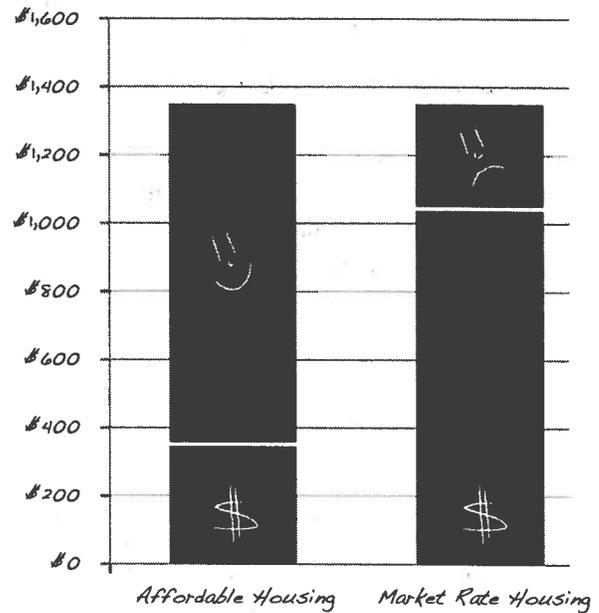
The income needed in the San Diego region to afford a two-bedroom unit in 2009 was \$56,720 annually, or \$27 per hour<sup>10</sup>. At the current minimum wage in California of \$8 per hour, a household must maintain three minimum wage jobs at 40 hours per week year-round to afford the rent.

The Regional Housing Needs Assessment currently underway by SANDAG and area jurisdictions will allocate the State Housing and Community Development's determination of zoning for an additional 107,301 housing units to accommodate the 2050 Regional Growth Forecast. Our region will need to plan for 24,143 additional units at Very Low Income category, 18,348 at Low Income category, and 20,280 at Moderate Income category to meet anticipated county-wide growth.<sup>11</sup> It is hoped that the upcoming Housing Element will reflect the regional vision for ending family homelessness as a community value as well as a response to State law requirements.

During the first years of recovery from this recession the community will be hard pressed to build new units. Strategies were identified to position jurisdictions to plan more pro-actively for the recovery and for meeting the needs of working-poor families. Jurisdictions are asked to review these tools, and to commit to those most appropriate for their circumstances.

The tools identified on the next pages can be used by jurisdictions, housing and planning departments, HUD, housing developers and organizations, as well as private property owners to improve housing outcomes for all San Diegans.

Single Parent & 2 Kids  
\$1,350 Monthly Income



**San Diego County**  
has a deficit of 90,500 units of housing affordable to families with an annual household income less than \$35,000.

*Source: County of San Diego Consolidated Plan, 2005 – 2010*



<sup>10</sup>SANDAG, Regional Comprehensive Plan 2009 Annual Performance Monitoring Report  
<sup>11</sup>SANDAG, Regional Housing Needs Assessment (RHNA) allocation from CDHCD; [http://www.sandag.org/uploads/projectid/projectid\\_189\\_12244.pdf](http://www.sandag.org/uploads/projectid/projectid_189_12244.pdf).



# Permanent Affordable Housing



toolbox

OUTCOME  
**4**

**Increase the number of affordable housing units in the region**

### What we will measure to track our progress over time:

- Creation, strengthening and use of policies and laws regarding development & affordability of units, as reported on annual Housing Elements reports
- Number of units built, preserved, conserved, demolished, as reported on annual Housing Elements reports
- Number of rent-restricted, Affordable housing units by jurisdiction
- Number of people living with housing burden greater than or equal to 50% as measured by American Demographic Survey

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>4.1</b>	<b>Increase and conserve the number of units dedicated as affordable housing with rent restrictions</b>	<b>Yrs 1 - 10</b>	<b>Jurisdictions, HUD, Housing &amp; Planning depts, Private owners, Non-profit housing orgs, Redevelopment agencies</b>
4.11	<ul style="list-style-type: none"> <li>• Advocate for and leverage local, state and federal capital, operating subsidies, and services resources to create new housing units</li> </ul>		
4.12	<ul style="list-style-type: none"> <li>• Identify and provide incentives for building of new units</li> </ul>		
4.13	<ul style="list-style-type: none"> <li>• Acquire and convert distressed properties</li> </ul>		
4.14	<ul style="list-style-type: none"> <li>• Align redevelopment agency plans with housing plans</li> </ul>		
4.15	<ul style="list-style-type: none"> <li>• Increase % of redevelopment funds above 20%</li> </ul>		
4.16	<ul style="list-style-type: none"> <li>• Establish policies to motivate rapid development of new units</li> </ul>		
4.17	<ul style="list-style-type: none"> <li>• Provide variance in parking ratio restrictions</li> </ul>		
4.18	<ul style="list-style-type: none"> <li>• Develop incentives in transit overlay zones</li> </ul>		
4.19	<ul style="list-style-type: none"> <li>• Grant surplus lands to housing developers for very low income housing projects</li> </ul>		
4.110	<ul style="list-style-type: none"> <li>• Amend inclusionary zoning requirements to provide incentives to developers</li> </ul>		
4.111	<ul style="list-style-type: none"> <li>• Prioritize units for homeless families, TA youth, veterans</li> </ul>		
4.112	<ul style="list-style-type: none"> <li>• Communicate and educate public and decision makers on benefits and needs of affordable housing and reduce NIMBYism</li> </ul>		
4.113	<ul style="list-style-type: none"> <li>• Advocate for extension of bond funding or other dedicated funding source</li> </ul>		
4.114	<ul style="list-style-type: none"> <li>• Develop a regional strategy for a housing trust fund, land banking and other funding strategies</li> </ul>		
4.115	<ul style="list-style-type: none"> <li>• Advocate for homeless family priority in affordable housing</li> </ul>		
<b>4.2</b>	<b>Preserve at-risk inventory of affordable rental housing</b>	<b>Yrs 1 - 10</b>	<b>Jurisdictions, HUD, Housing &amp; Planning depts, Private owners, Non-profit housing orgs</b>
4.21	<ul style="list-style-type: none"> <li>• Identify affordable housing developers to purchase at-risk units</li> </ul>		
4.22	<ul style="list-style-type: none"> <li>• Assist owners to sell to affordable housing providers</li> </ul>		
4.23	<ul style="list-style-type: none"> <li>• Seek project-based subsidies and voucher</li> </ul>		
4.24	<ul style="list-style-type: none"> <li>• Use CDBG/HOME funds</li> </ul>		
4.25	<ul style="list-style-type: none"> <li>• Use Acquisition/Rehabilitation funds</li> </ul>		
4.26	<ul style="list-style-type: none"> <li>• Seek designated HUD funds</li> </ul>		
4.27	<ul style="list-style-type: none"> <li>• Identify funding for grants or loans to landlords for repairs in exchange for affordability</li> </ul>		
4.28	<ul style="list-style-type: none"> <li>• Encourage bond projects to include 55-year affordable units</li> </ul>		

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>4.3</b>	<b>Create opportunities to increase and retain naturally affordable/ private market units without rent restrictions</b>	Yrs 1 - 10	Private owners, SD Apt. Association, jurisdictions
4.31	• Develop effective shared housing and accessory units models and policies		
4.32	• Review and revise anti-demolition and conversion ordinances		
4.33	• Facilitate Rehab programs		
4.34	• Establish replacement requirements for “naturally” affordable units		
4.35	• Investigate and advocate for appropriateness of ordinances regarding occupancy limits so as not to create barriers to self sufficiency based on square footage		
<b>4.4</b>	<b>Increase the number of vouchers in region, including those available for families</b>	Yrs 1 - 10	Jurisdictions, housing authorities, HUD
4.41*	• Regionally prioritize existing vouchers for homeless families		
4.42	• Annually apply for all available vouchers		
4.43	• Seek vouchers for family reunification (100 received 2010)		
4.44	• Advocate for increased Sec 8, VASH, other voucher allocation		
4.45	• Develop set-asides and ensure priority access to rental subsidies and project based subsidies for homeless families		
4.46	• Evaluate admission policies of PHAs to ensure that families who received temporary housing assistance are prioritized for vouchers as appropriate; reduce barriers to housing caused by local policies		
4.47	• Investigate Federal policies related to time limits on Section 8 vouchers		
<b>4.5</b>	<b>Develop programs for short-term rental assistance and services for economically displaced families</b>	Yrs 1-4	Jurisdictions, Providers, Mainstream Resources
4.51	• Develop strategies to house families with barriers to housing		
4.52	• Develop shared housing or match programs where appropriate; offer rental subsidies		
4.53	• Provide intensive job-search activities and supportive services		
4.54	• Identify and secure master leases to create units at affordable rates		
4.55	• Prioritize units for homeless families, TA youth & veterans		
<b>4.6</b>	<b>Develop programs for short-term rental assistance and services for economically displaced families</b>	Yrs 1-2	Affordable housing developers and agencies, service providers, jurisdictions
4.61	• Identify best practices at various levels of service		
4.62	• Collect local data		
4.63	• Provide incentives or funding to developers that provide higher levels of services		
4.64	• Facilitate partnerships to provide enriched services and PSH as needed		
4.65	• Encourage collaborative funding to increase the # of service enhanced/ supportive units		
4.66	• Implement set-aside requirements for PSH within jurisdiction affordable housing programs		
<b>4.7</b>	<b>Preserve opportunities for development of affordable housing through redevelopment agencies</b>		Affordable housing developers and agencies, service providers, jurisdictions
4.71	• Preserve or increase redevelopment set aside funds		
<b>4.8</b>	<b>Transform systems to respond to crisis that prevent homelessness and offer rapid return to stable housing.</b>		
4.81	• Determine optimal mix and array of housing needed to address the needs of various homeless family types.		
4.82	• Utilize temporary or interim housing when needed to move families off the street and into stable housing as soon as possible.		
4.83	• Develop screening tools to assess the optimal housing and residential services match for families at risk.		



# Increased Economic Security and Stability

## OUTCOME 5:

### Family members are fully employed and moving toward self-sufficiency wages

Employment is key to family economic stability and self-sufficiency. And education and training are paramount to being able to secure a sustainable wage job in our community. Training the workforce to meet the current and future needs of employers, having job-ready workers with few barriers to employment, and nurturing business and industry growth will lead to increased household income and improved family self-sufficiency.

Currently, three in 10 working-age San Diego County households do not earn enough to make ends meet.<sup>12</sup> 50% of these households are working full-time.

The Center on Policy Initiatives sets a self-sufficiency household wage (essential expenses only) in 2010 dollars of \$64,957 for a family of two adults and two young children. That compares to the 2009 Federal Poverty level of \$21,756. Families in poverty often live doubled up or in other inadequate environments, and are without health insurance.

Poverty also displays racial disparities with greater proportion of Hispanic/Latino and Black/African American households compared to White non-Hispanic and Asian households. According to the Center for Policy Initiatives, the median income for Hispanic households in 2009 was 73% of the overall median, and for Black households was 80% of the overall median.

Jobs in our region will come primarily from small businesses and new businesses in target industries, including healthcare, biotech, Green Jobs and hospitality.

Where will new jobs come from? The San Diego Business Journal<sup>13</sup> listed 16 cluster that offer the potential for economic growth, and currently employ 25% of the region's total workers. The clusters include biotech, pharmaceuticals and biomedical products, communications, environmental/Green technology, financial services, recreational goods, and defense and transportation. While tourism and hospitality are also an important cluster in our economy, the sector employs primarily low-income workers, further exacerbating the gap between wages and self-sufficiency.

Getting the workforce working will take collaboration and cooperation from all sectors. High schools, community colleges and four-year universities must be equipped to educate and prepare a workforce for the 21st century. Business must work hand in hand with the educational and training sector to assure a prepared workforce. And employers must commit to lifelong learning and internal training opportunities to move people up from entry level to sustainable wage employment.

While unemployment rates have hit an all-time high in recent years, a more important metric for our region will be growth in jobs. The Workforce Index, published monthly by the California Economic Development Department, will be measured through 2020. At a low in 2008, growth in jobs is beginning to rise.

*Workforce Index*



<sup>12</sup> Center on Policy Initiatives, Making Ends Meet in San Diego County, 2010

<sup>13</sup> <http://sdbj.com/news/2011/feb/21/pillars-community?print>



## Increased Economic Security and Stability



OUTCOME  
**5**

Family members are fully employed and moving toward self-sufficiency wages

**toolbox**

### What we will measure to track our progress over time:

- Increase in families applying for and receiving EITC
- Number of workers employed, as measured by monthly Workforce Index
- Number and distribution of families at various levels of income and poverty level
- Targeted families increase household income, as measured on RTFH database

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>5.1</b>	<b>Build stronger connections between training programs and employers</b>	Yrs 1 - 2	EDC, Chambers of Commerce, employers, WP, training programs, Community Colleges, Foundations
5.11	<ul style="list-style-type: none"> <li>• Engage employers in assessing needs for training future employees</li> </ul>		
5.12	<ul style="list-style-type: none"> <li>• Provide orientation/training or toolkit for employers on how to maximize internships/apprenticeships and integrate entry level employees</li> </ul>		
5.13	<ul style="list-style-type: none"> <li>• Assess fastest growing industries and develop specific training</li> </ul>		
5.14	<ul style="list-style-type: none"> <li>• Increase linkage from training to employers through Connect, BioCom, Chamber, other employer groups</li> </ul>		
5.15	<ul style="list-style-type: none"> <li>• Increase paid and unpaid internships for youth &amp; adult workers</li> </ul>		
5.16	<ul style="list-style-type: none"> <li>• Enhance post-HS pipeline to STEM industries</li> </ul>		
5.17	<ul style="list-style-type: none"> <li>• Use Career Transitions Program as model</li> </ul>		
5.18	<ul style="list-style-type: none"> <li>• Encourage paid internships</li> </ul>		
<b>5.2</b>	<b>Assist employers to develop and maintain employment opportunities</b>		
5.21	<ul style="list-style-type: none"> <li>• Identify specific opportunities in targeted growth industries: "green" jobs, healthcare, hospitality</li> </ul>		
5.22	<ul style="list-style-type: none"> <li>• Educate employers on available financial resources</li> </ul>		
5.23	<ul style="list-style-type: none"> <li>• Facilitate layoff aversion strategies</li> </ul>		
5.24	<ul style="list-style-type: none"> <li>• Facilitate increase in manufacturing</li> </ul>		
5.25	<ul style="list-style-type: none"> <li>• Develop incentives to decrease outsourcing, look at Econ Dev Councils, Enterprise Zone</li> </ul>		
5.26	<ul style="list-style-type: none"> <li>• Collaborate with Imperial Cty, Mexico</li> </ul>		
5.27	<ul style="list-style-type: none"> <li>• Advocate for improving corporate tax laws re foreign profits</li> </ul>		
5.28	<ul style="list-style-type: none"> <li>• Encourage employers to provide tuition reimbursement funds &amp; promote internally</li> </ul>		
5.29	<ul style="list-style-type: none"> <li>• Develop incentives/award program for employers for community involvement or increase in workforce</li> </ul>		
5.210	<ul style="list-style-type: none"> <li>• Cities to provide incentives and engage business community to create jobs</li> </ul>		
5.211	<ul style="list-style-type: none"> <li>• Promote scholarships for training</li> </ul>		

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>5.3</b>	<b>Provide job ready individuals and linkages to jobs.</b>	Yrs 2 - 10	Community Colleges, ROP, training agencies, Workforce Partnership, Homeless providers, training agencies, Community Colleges, high school ROP programs, Workforce readiness programs, FABC providers, teen centers
5.31	<ul style="list-style-type: none"> <li>• Provide soft skills training</li> </ul>		
5.32	<ul style="list-style-type: none"> <li>• Increase access to employment and training opportunities</li> </ul>		
5.33	<ul style="list-style-type: none"> <li>• Increase registration of families served by homeless prevention resources at career centers, ROP, Comm. College</li> </ul>		
5.34	<ul style="list-style-type: none"> <li>• Assess capacity of career centers to increase client load /participation</li> </ul>		
5.35	<ul style="list-style-type: none"> <li>• Increase awareness of career centers</li> </ul>		
5.36	<ul style="list-style-type: none"> <li>• Assure career centers are client focused and meet needs of youth, disabled, other populations</li> </ul>		
5.37	<ul style="list-style-type: none"> <li>• Case managers link families to training as part of workload</li> </ul>		
5.38	<ul style="list-style-type: none"> <li>• Expand employment soft skills training</li> </ul>		
<b>5.4</b>	<b>Increase access to child care and transportation; remove or reduce other barriers to employment</b>	Yrs 1 - 4	Child care providers Mainstream Resources Transit districts
5.41	<ul style="list-style-type: none"> <li>• Work with mainstream resources, child care providers to increase capacity for affordable care</li> </ul>		
5.42	<ul style="list-style-type: none"> <li>• Train and license community based child care providers</li> </ul>		
5.43	<ul style="list-style-type: none"> <li>• Work with transit systems to increase bus passes, etc.</li> </ul>		
5.44	<ul style="list-style-type: none"> <li>• Create transportation co-ops</li> </ul>		
5.45	<ul style="list-style-type: none"> <li>• Expand policy linking transit centers and access to employment</li> </ul>		
5.46	<ul style="list-style-type: none"> <li>• Increase employment-based van pools and ride sharing</li> </ul>		
5.47	<ul style="list-style-type: none"> <li>• Incorporate best practices of land use and transportation aligned with SB375 initiatives</li> </ul>		
5.48	<ul style="list-style-type: none"> <li>• Reduce 'last mile' barriers to employment, and child care</li> </ul>		
5.49	<ul style="list-style-type: none"> <li>• Promote employment based transit circuits</li> </ul>		
5.410	<ul style="list-style-type: none"> <li>• Build awareness of social inequity for low income families</li> </ul>		
5.411	<ul style="list-style-type: none"> <li>• Advocate for best land use practices to facilitate access to housing and transportation</li> </ul>		
5.412	<ul style="list-style-type: none"> <li>• Identify the SB375 effort as a key initiative</li> </ul>		
<b>5.5</b>	<b>Convene public and private educational organizations to assess and structure programs to increase high school graduation rates, access to ROP, vocational training and certificate programs, apprenticeship and internships, and other educational and training opportunities</b>	Yrs 1 - 2	Educational institutions, High Schools/ ROP, Business community, Community colleges, UCSD/SDSU, Growth sector leaders, Healthcare, CONNECT & BioComm, Workforce Partnership
5.51	<ul style="list-style-type: none"> <li>• Advocate for expansion of five-year high school plan to increase high school graduation</li> </ul>		
5.52	<ul style="list-style-type: none"> <li>• Develop content and training for growth sectors</li> </ul>		
5.53	<ul style="list-style-type: none"> <li>• Develop and expand certification programs for soft skills and growth sectors</li> </ul>		
5.54	<ul style="list-style-type: none"> <li>• Publish results of meetings and planning recommendations</li> </ul>		

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>5.6</b>	<b>Increase business opportunities, coop-type opportunities, and incubation of new businesses/ entrepreneurial enterprises</b>	<b>Yrs 3-8</b>	<b>Microenterprise lenders, SBA, banks, credit unions CONNECT, BioComm, Chambers of Commerce, Evo Nexus and SCORE.</b>
5.61	• Research new jobs for future employment and training programs available		
5.62	• Identify sector opportunities; communications, green jobs		
5.63	• Partner with Innovation Institute		
5.64	• Develop microenterprise lending programs		
5.65	• Facilitate business coops		
5.66	• Work with social enterprise model, CEO Works, non-profit sector		
5.67	• Advocate to support efforts to maintain jobs and build sectors that hire at self-sufficient wages		
5.68	• Promote Child care co-ops and needs-based subsidy programs		
5.69	• Investigate foundation support for micro-enterprise		
5.610	• Acclimate new small business owners to 'class A' facilities; helping families in transition acquire skills and business acumen		
5.611	• Foster links with tech industry		
5.612	• Identify underused office and business resources to incubate small business activity		
<b>5.7</b>	<b>Increase per capita wages of low paying jobs to self-sufficiency income levels</b>	<b>Yrs 4 - 10</b>	<b>Business community Community colleges, EDD, Chamber of Commerce ROP programs, Unions, Human Resource Associations, Compensation study groups, Center on Policy Initiatives</b>
5.71	• Assist employers to increase internal internships from entry level to mid level jobs		
5.72	• Provide TA to manage Employer Training Panel funding		
5.73	• Encourage employers to provide tuition reimbursement funds & promote internally		
5.74	• Link employers with skill upgrade training		
5.75	• Work with comm colleges, universities, ROP to increase enrollment in certificate programs		
<b>5.8</b>	<b>Build workforce through sustainable community efforts</b>	<b>Yrs 3 – 10</b>	<b>SANDAG, EDD, Chamber of Commerce, Business Improvement Associations, jurisdictions, Sustainable San Diego, Housing Federation</b>
5.81	• Work with SB375 efforts		



# Increased Stability

## OUTCOME 6:

### Families increase financial stability and move to self-sufficiency (not needing/using income supports)

**M**oving from poverty to middle income and self-sufficiency is the dream for virtually all low-income households. Maintaining a stable home environment where children can flourish, successfully complete high school and attain post-secondary education and training that sustains stable employment is part of the American dream. With 30% of our households not earning an income sufficient to make ends meet, that dream may not be realized for many. The difference between families at poverty who are stable and those at risk of homelessness may often be the availability of mainstream resources such as CalFresh (food stamps), CalWorks child care supports, health insurance, or short-term rental assistance such as the Homeless Prevention & Rapid Rehousing Program of 2009-2012. Yet many low-income families do not qualify for or cannot access mainstream resources.

Boosting our county's CalFresh enrollment is a goal of the County of San Diego Housing & Human Services Agency. Through coordination of resources and agencies, more targeted at-risk families can avail themselves of resources utilized by other low-income families. Strategies can be engaged regionally to smooth structural barriers to access, increase program capacity, and address eligibility barriers. Further, with the lack of sufficient Section 8 housing vouchers to meet demand, it is imperative that the San Diego region develop local programs to provide time-limited rental assistance for the most vulnerable families.

The tools identified for this outcome will increase participation in mainstream resources, produce rental assistance for those not likely to qualify or receive federal housing subsidies, and reduce the length of stay in non-permanent housing. These tools seek to increase the stability for at-risk families so that they are better able and equipped

to seek training, employment and self-sufficiency wages, and gain the self-sufficiency that will improve their quality of life.

Two populations have been identified for targeted response: transition-age youth (18 – 24) including those exiting the foster care or juvenile justice system, parenting, or unaccompanied youth; and military and veteran families who are serving or have served our country yet experience poverty, and have low education levels and little training for civilian jobs.

Transitional housing programs throughout the country have been instrumental for moving families from homelessness to hope. While the HEARTH ACT of 2009 amends the Continuum of Care policy to strengthen prevention and rapid rehousing opportunities, it is believed an array of housing including emergency, transitional, or interim housing will continue to play a significant role in stabilizing at-risk and homeless families.

Lack of affordable child care and public transportation are significant barriers to employment. Counseling and behavioral health services for victims of domestic violence and those with depression or other behavioral health issues are critical components for success. These and other barriers to employment must be addressed to meet the needs of workers.

*Keys to Housing* recommends a targeted approach to families already receiving housing and employment assistance determined ready to move forward, families in shelter and transitional housing, and transition-age youth and military/veteran families. Advocacy to amend policies at the federal and state level will be needed for long-term systemic change.

**The majority**  
of homeless families become homeless for the first time, primarily due to loss of job, lack of affordable housing or emergency economic hardship.

*Source: National Alliance to End Homelessness*



## Increased Economic Security and Stability



toolbox

OUTCOME  
**6**

**Families increase financial stability and move to self-sufficiency (not needing/using income supports)**

### What we will measure to track our progress over time:

- Participation in homeless services, as measured by RTFH
- Improvement of targeted families in housing status, education, employment and wages, as measured by RTFH database
- Length of stay in shelter, transitional and other non-permanent housing, as measured by RTFH and Regional Continuum of Care Council reports

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>6.1</b>	<b>Participation in mainstream resources is increased</b>	Yrs 1 - 5	Government agencies, 211, community agencies
6.11	• Begin with families receiving homeless assistance and increase outreach and enrollment		
6.12	• Utilize Services without Walls		
<b>6.2</b>	<b>Length of time for families in shelter, transitional and other non-permanent housing to permanent housing is reduced</b>	Yrs 1 - 10	RCCC providers Housing authorities
6.21	• Triage families at entry to shelter for needs, appropriate housing using common assessment tools		
6.22	• Assure that unsheltered families receive priority housing assistance;		
6.23	• Move families in transitional housing to permanent housing as soon as feasible		
6.24	• Move families from shelter to transitional ASAP		
6.25	• Align housing strategies with Federal targets		
6.26	• Analyze and use best practice tools proven to be most successful for families		
<b>6.3</b>	<b>Develop programs and funding sources to provide long-term rental subsidies for those not likely to increase their earning potential to afford market-rate housing</b>	Yrs 5 - 8	
<b>6.4</b>	<b>Families members "Ready to Go" are identified and fast-tracked; provide supportive services, i.e., employment supports, sub abuse treatment</b>	Yrs 1 - 3	Mainstream Resources Service Providers
<b>6.5</b>	<b>Transition-age youth (18 – 24) including those exiting the foster care, juvenile justice systems, parenting and unaccompanied youth, are stably housed and have access to services, i.e., education, employment, training, child care and/or healthcare</b>	Yrs 2 - 10	Mainstream Resources, community agencies, SDCOE homeless liaisons
6.51	• Work with community resources to enroll youth in mainstream resources		
<b>6.6</b>	<b>Military/veteran families are stably housed and have access to services, i.e., education, employment, training, child care and/or healthcare</b>	Yrs 1 - 10	VA Discharge, contract providers, child care agencies, Workforce Partnership, job training agencies, Mainstream Resources
6.61	• Work with military, VA to enroll families in mainstream resources		
<b>6.7</b>	<b>Faith community is engaged to sponsor and support families, including housing assistance</b>	Yrs 1 - 10	Faith community



# Prevention

## OUTCOME 7:

### Families are identified as at-risk and assisted prior to losing housing

The cost to rebuild family life after loss of home and the majority of household possessions is staggering. Natural disasters such as wildfires, hurricanes, and floods make this painfully clear. This devastation is also experienced daily by the hundreds of people evicted from their homes because they cannot pay the rent.

A recent study conducted for HUD<sup>14</sup> shows the high cost of homeless programs for individuals and families who primarily need permanent housing without supports or those whose service needs can be met by mainstream systems. The study of families in four communities (Houston, Washington, DC, Kalamazoo, and Upstate South Carolina) demonstrates the cost-effectiveness of providing housing assistance support over homeless system supports. For the four communities, the average cost per family to the homeless services system ranges from \$3,184 in Kalamazoo, to \$20,031 in Washington, D.C.

In almost all cases studied, the costs associated with providing housing and services for literally homeless families far exceeds the Fair Market Rent cost of an apartment, even if the rent were fully subsidized.

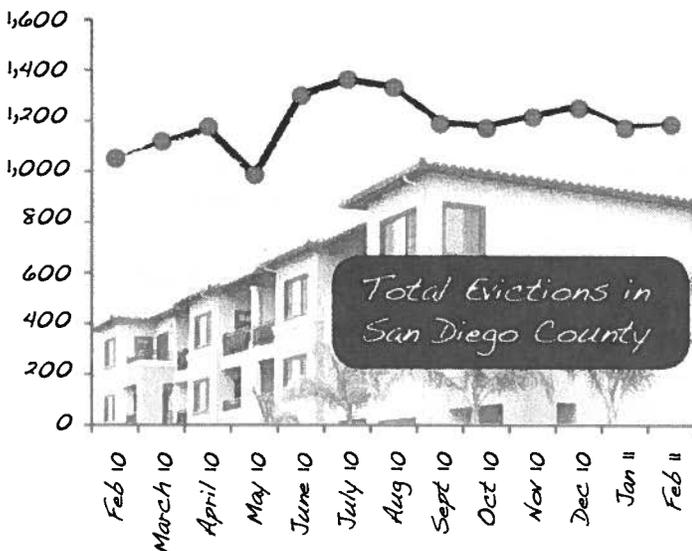
The Homeless Prevention and Rapid Rehousing Program (HPRP) is providing valuable lessons for the prevention and rapid rehousing of those at risk and experiencing homelessness. From October 2009 - March 2011 a total of 2,086 families received HPRP assistance. The average amount provided to each at risk (not yet homeless) family in San Diego County for rental and other financial assistance for that time period was \$3,362; the average financial assistance provided to literally homeless families was \$3,257. Homeless prevention and diversion are substantially more cost effective than emergency shelter or transitional housing, and have significantly better outcomes for families.

The *Keys to Housing* stakeholders prioritized groups of families at risk of homelessness for targeted assistance:

- Families receiving unlawful detainer and/or eviction notices
- Families losing their housing due foreclosure
- TANF/CalWorks families

These highest risk families, often identified through services provided by the San Diego County Office of Education school-based homeless liaisons, would receive legal assistance and landlord mediation services, referrals to resources, enrollment in workforce training programs, and emergency financial assistance. A coordinated strengths-based case management system utilizing the Navigator role would assist families to receive appropriate services to prevent homeless episodes.

As low-income families will continue to be challenged by the risks of homelessness even after the future economic recovery, prevention efforts will be needed ongoing for our most vulnerable populations.



<sup>14</sup>Spellman, B., Khadduri, J., Sokol, B., & Leopold, J., Abt Associates, Inc., March 2010, Costs Associated With First-Time Homelessness for Families & Individuals, www.huduser.org.



# Prevention



## toolbox

**7**  
OUTCOME

**Families are identified as at-risk and assisted prior to losing housing**

### What we will measure to track our progress over time:

- Annual SDCOE count of children/families identified by housing category
- Households assisted with eviction prevention through Legal Aid Society for non-payment of rent
- Housing status of targeted families as reported in RTFH database

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>7.1</b>	<b>Families receiving unlawful detainer and/or eviction notices receive legal assistance and referral to homeless prevention resources</b>	Yrs 1 - 10	Legal Aid Society, volunteer lawyers, Office of Public Defender, Housing Opportunities Collaborative, free legal clinics, law students
7.11	• Improve outreach and linkage to eviction prevention		
7.12	• Provide legal assistance at courthouse/small claims court to assist families		
7.13	• Engage SD Mediation Center, volunteer lawyers		
7.14	• Provide housing counseling assistance and education on landlord-tenant law		
7.15	• Work with HP families to assure they do not become homeless after aid ends		
7.16	• Educate commissioners and judges re resources and opportunities for referral		
7.17	• Develop/use emergency funds for financial assistance		
<b>7.2</b>	<b>Families losing their housing due to foreclosure are identified and assisted</b>	Yrs 1 - 10	Cities, County, PHAs, consumer advocacy agencies, SDHOC, property management companies
7.21	• Educate new owners on obligations and responsibilities		
7.22	• Educate families on rights and legal options, required notifications		
7.23	• Assist with \$ for deposits and moving expenses		
7.24	• Encourage cities to require registration of foreclosed properties, notices of default		
7.25	• Encourage use of NSP \$		
7.26	• Outreach and educate landlords and provide letters of reference		
7.27	• Educate tenants about their rights		
7.28	• Outreach campaign to tenants to build awareness of posted notices		
7.29	• Tenant education about rent when property is in default		
7.210	• Encourage posting of foreclosures in public spaces (Housing Authorities, Section 8 Offices, regional centers)		
7.211	• Utilize website or database to notice defaulted or vacated properties		
7.212	• Use social-networking resources in awareness campaign (eg: blog; Craig's list)		
<b>7.3</b>	<b>TANF/CalWorks families are prevented from becoming homeless</b>	Yrs 1 - 10	PHAs, housing coordinators, Mainstream Resources
7.31	• Assure high-risk families receive appropriate referrals to resources		
7.32	• Develop set aside funds to increase access to prevention services through mainstream resources		

	<b>Action</b>	<b>Time Frame</b>	<b>Proposed Partners</b>
<b>7.4</b>	<b>Coordinate emergency funding to provide resources for housing and utilities, food, healthcare and other vital needs</b>	Yrs 1 - 10	HUD, RCCC providers, FEMA, healthcare partners, Mainstream Resources
7.41	<ul style="list-style-type: none"> <li>• Prioritize target populations based on vulnerability</li> </ul>		
7.42	<ul style="list-style-type: none"> <li>• Outreach through family's current service providers</li> </ul>		
7.43	<ul style="list-style-type: none"> <li>• Coordinate funding through central clearing house</li> </ul>		
7.44	<ul style="list-style-type: none"> <li>• Identify and assist with healthcare access and services for uninsured</li> </ul>		
<b>7.5</b>	<b>Develop effective landlord/tenant collaboration, including education, mediation options, and waivers for rental applications, deposits and move-in fees</b>	Yrs 1 - 3	Jurisdictions, Providers Landlords/property owners/ property management companies, San Diego County Apartment Association
7.51	<ul style="list-style-type: none"> <li>• Work with landlords and jurisdictions/agencies to create opportunities for master leasing</li> </ul>		
7.52	<ul style="list-style-type: none"> <li>• Use existing landlord/tenant mediation processes to increase education</li> </ul>		
7.53	<ul style="list-style-type: none"> <li>• Provide guarantees for deposit waivers</li> </ul>		
<b>7.6</b>	<b>Coordinate housing and services by developing a strengths-based case management approach responsive to individuals/families to prevent fragmentation of resources</b>	Yrs 1 - 10	Providers, Case managers
7.61	<ul style="list-style-type: none"> <li>• Triage families seeking services for immediate needs and link with resources using common assessment tools</li> </ul>		
7.62	<ul style="list-style-type: none"> <li>• Utilize Navigator case management model and more intensive case management as needed to serve at-risk families and prevent from homelessness;</li> </ul>		
7.63	<ul style="list-style-type: none"> <li>• Develop funding and strategies for case management to support stabilization of newly housed /re-housed families</li> </ul>		
7.64	<ul style="list-style-type: none"> <li>• Assist to qualify at-risk for mainstream services including SSI, mental health services;</li> </ul>		
7.65	<ul style="list-style-type: none"> <li>• Outreach to at-risk communities; coordination with other regional resources</li> </ul>		
7.66	<ul style="list-style-type: none"> <li>• Develop volunteer mentor programs to support families</li> </ul>		

1,357 families were prevented from becoming homeless through short and medium-term financial assistance from October 2009 – to March 2011.

*Source: Regional Task Force on the Homeless, HPRP Reports*



# Prevention

## OUTCOME 8:

### Reduce the number of families in poverty that enter homelessness

As has been stated throughout this toolbox narrative, homeless families look very similar to other low-income families, and the combination of the high cost of housing, lack of sufficient inventory of affordable housing, and a low-income, service-based economy creates challenges to adequately solving the problems of our region.

By focusing on families living in poverty with the highest levels of vulnerability, efforts can potentially stem the growing crisis. The most vulnerable categories of families identified through the *Keys to Housing* planning process include:

- Families with young children enrolled in Women, Infants, Children (WIC) nutrition programs
- Families identified by Child Welfare Services as at-risk of separation due to lack of stable housing

**Three in 10 San Diego County households don't earn enough to make ends meet. 229,195 households live below self-sufficiency.**

*Source: Center on Policy Initiatives, Making Ends Meet 2010*

- Families with children enrolled in school free and reduced-cost meal programs
- Families already homeless seeking shelter and transitional housing
- Victims of domestic violence and their children

These strategies are aligned with those in Outcome 7: Families are identified as at-risk and assisted prior to losing housing, and Outcome 3: Coordination of resources. Clearly, we do not currently have in our region, nor do we anticipate generating sufficient resources to address the needs of all vulnerable individuals and families. Coordination and targeting of limited resources to those most vulnerable are seen as the most productive strategies by the Steering Committee, sub-committees, and the Advisory Council.

The Regional Continuum of Care Council, for the 2010-2011 Supportive Housing Program application to HUD, set five-year and 10-year goals for program success.

They include:

Activity	San Diego Regional Continuum of Care	
	5-Year Goal	10-Year Goal
% Households retained in Permanent Housing	80%	90%
% Moved from Transitional to Permanent Housing	65%	75%
% Employed at Exit from SHP	36%	55%
# of Families on Street	100	0

The *Keys to Housing* initiative is aligned with current community efforts to end all homelessness, and goals for this outcome are consistent with these established benchmarks and goals.



# Prevention



toolbox

8  
OUTCOME

## Reduce the number of families at poverty level that enter homelessness

### What we will measure to track our progress over time:

- Annual Point in Time Count
- Annual SD County Office of Education homelessness count by housing category as compared to children enrolled in free and reduced lunch programs
- Families with housing burden equal to or greater than 50%

	Action	Time Frame	Proposed Partners
<b>8.1</b>	<b>At-risk families with young children are identified at enrollment in services</b>	Yrs 1 - 2	WIC agencies, pediatricians, community clinics
8.11	• Support education of staff on available resources		
8.12	• Provide referral info at WIC locations		
8.13	• Assist to enroll in mainstream resources		
<b>8.2</b>	<b>Families identified by Child Welfare as appropriate receive reunification housing vouchers</b>	Yrs 1 - 5	Family Reunification Program
8.21	• Advocate for targeted vouchers in Family Reunification Voucher program		
<b>8.3</b>	<b>Families identified for homeless liaison services through enrollment in school free or reduced lunch are assisted</b>	Yrs 1 - 10	School homeless liaisons
8.31	• School homeless liaisons provide info to families served		
8.32	• Work with Legal Aid to assure access to public benefits and assistance with other legal issues		
<b>8.4</b>	<b>Families seeking shelter and transitional housing are assisted at "front door" and diverted to more permanent housing</b>	Yrs 1 - 10	211, RCCC providers, shelters, transitional housing, HOC
8.41	• Triage families using common assessment tools		
8.42	• Develop service navigators throughout the region		
8.43	• Families assessed through 211 are connected with appropriate regional housing center or agencies		
8.44	• Families receive most stable housing available		
8.45	• Motel vouchers are used for short term placements		
8.46	• Families are kept together		
8.47	• Educate community (providers, families, advocates about HEARTH Act		
<b>8.5</b>	<b>Address specific needs of victims of domestic violence</b>	Yrs 1 - 10	DV agencies, 211, RCCC providers, law enforcement, faith congregations
8.51	• Assist to secure available resources		
8.52	• Provide safe and confidential housing to facilitate transition and move to self-sufficiency		
8.53	• Early identification of families at risk for domestic violence		





## Conclusion

The tools identified in this *Keys to Housing* toolbox can be used in concert with other activities employed by cities in our region, the County of San Diego, area nonprofit agencies, the business community, and philanthropy to effectively end family homelessness in San Diego County by 2020. A regional vision for ending family homelessness has been confirmed and documented through the planning process leading up to the publication of this toolbox.

### The next steps are clear:

1. Formalize a structure to assure the sustainability of the effort and accountability of partners;
2. Gain the acceptance and adoption of specific tools from the toolbox by a broad spectrum of stakeholders and partners throughout the region;
3. Identify policies for regionalization;
4. Begin using the tools and measure results annually; and
5. Communicate regularly among partners and to the community, to identify best practices and recommend changes.

The full toolbox, with links to best practices, research and tools for action, can be found at [www.keystohousing.org](http://www.keystohousing.org). The website provides strategies for government, community agencies, businesses, and individuals ready to take action to end family homelessness by 2020. Included on the website will be tools chosen by community partners, the annual report cards of progress towards the eight adopted outcomes, and opportunities for community engagement for advocacy. As a toolbox, new tools will continually be identified and added. Please send comments, suggestions and success stories to [info@keystohousing.org](mailto:info@keystohousing.org).



# Resources

## General Sites

**HUD Homeless Resource Exchange**  
[www.HUDHRE.info](http://www.HUDHRE.info)

**Interagency Council On Homelessness**  
[www.ICH.org](http://www.ICH.org)

**National Center on Family Homelessness**  
[www.familyhomelessness.org](http://www.familyhomelessness.org)

**National Coalition for the Homeless**  
[www.nationalhomeless.org](http://www.nationalhomeless.org)

## Key 1: Advocacy, Leadership, Policy

**Center for Policy Initiatives**  
[www.CPI.org](http://www.CPI.org)

**HomeBase**  
[www.homebaseccc.org](http://www.homebaseccc.org)

**Housing California**  
[www.housingca.org](http://www.housingca.org)

**National Alliance to End Homelessness**  
[www.endhomelessness.org](http://www.endhomelessness.org)

**HUD Reducing Barriers in Our Community**  
[www.huduser.org/publications/pdf/wnioc.pdf](http://www.huduser.org/publications/pdf/wnioc.pdf)

## Key 2: Data, Coordination, Services

**2-1-1 Referral Resource**  
[www.211SanDiego.org](http://www.211SanDiego.org)

**Homeless Management of Information**  
[www.HMIS.info](http://www.HMIS.info)

**Supportive Housing: Regional Continuum of Care Council**  
[www.sdcounty.ca.gov/sdhcd/homeless/supportive\\_housing\\_program.html](http://www.sdcounty.ca.gov/sdhcd/homeless/supportive_housing_program.html)

**Regional Task Force on the Homeless**  
[www.RTFHSD.org](http://www.RTFHSD.org)

*Also see: Agency & Jurisdiction Sites*

## Key 3: Affordable Housing

**Corporation for Supportive Housing**  
[www.csh.org](http://www.csh.org)

**Fair Housing Council of San Diego**  
[www.fhcsd.com](http://www.fhcsd.com)

**Housing Departments**  
[www.sdcounty.ca.gov](http://www.sdcounty.ca.gov)  
[www.sdhc.org](http://www.sdhc.org)

## Key 4: Economic Security and Stability

**California Department of Fair Employment & Housing**  
[www.dfeh.ca.gov](http://www.dfeh.ca.gov)

**Department of Labor, Women's Bureau**  
[www.dol.gov/WB](http://www.dol.gov/WB)

**National Association for the Education of Homeless Children and Youth**  
[www.naehcy.org](http://www.naehcy.org)

**National Law Center on Children, Poverty & Homelessness**  
[www.nlchp.org/hapia.cfm](http://www.nlchp.org/hapia.cfm)

## Key 5: Prevention

**Housing Opportunities Collaborative**  
[hocnetwork.squarespace.com](http://hocnetwork.squarespace.com)

**National Law Center on Homelessness and Poverty**  
[www.nlchp.org](http://www.nlchp.org)

**National Coalition for Homeless Veterans**  
[www.nchv.org](http://www.nchv.org)

**National Healthcare for the Homeless Council**  
[www.nhchc.org/council.html](http://www.nhchc.org/council.html)

**National Alliance on Mental Illness**  
[www.nami.org](http://www.nami.org)

**Substance Abuse, Mental Health Center**  
[www.homeless.samhsa.gov](http://www.homeless.samhsa.gov)

# Acknowledgements

The *Keys to Housing: Ending Family Homelessness* initiative owes its origins to the commitment and dedication of the San Diego Grantmakers Homelessness Working Group. Their focus on the increasing number of families homeless for the first time as part of their work on all homelessness issues shone a light throughout the community that has ignited many other efforts. Special appreciation for her perseverance, time, energy and passion to Mary Herron, trustee, The Parker Foundation, chair, Homelessness Working Group, and board member, San Diego Grantmakers. Under her leadership, all things were possible. Her past experience as 8-year mayor of the City of Coronado brought the initiative to the attention of SANDAG from its Regional Housing Working Group to its Executive Committee. And her contacts with elected leaders, including with chair Todd Gloria, brought many to the table that did not have family homelessness on their priority list previously. Kudos also to Homelessness Working Group members Karen Brailean and Tim McCarthy for their extraordinary contributions.

*Keys to Housing* gained momentum and political will thanks to the tireless efforts of Advisory Council Chair Todd Gloria, San Diego City Councilmember District 3. His exhaustive understanding of the issues facing low-income families, compassion for those most vulnerable, and astute ability to engage his fellow elected leadership brought approval of this toolbox to fruition at breakneck speed. Great appreciation to his entire staff for these efforts, particularly Policy Director Stephen Hill.

San Diego County has faced the issues of homelessness for decades, and the group most focused throughout the years has been the Regional Continuum of Care Council. This dedicated, volunteer group of community advocates and nonprofit providers has been moving the boulder up the hill for many years. It has been a privilege to illuminate their fine efforts, particularly those focused on the less-seen families at risk of homelessness. The *Keys to Housing*

tools incorporates many of the strategies identified in the RCCC's Blueprint documents created in 2004/05. Special appreciation for the enormous time, teaching and wisdom particularly by Patricia Leslie, RCCC facilitator; Dolores Diaz, San Diego County Housing & Community Development; and Cissy Fisher, San Diego Housing Commission.

The *Keys to Housing* initiative has been privileged to have the expertise of more than 45 members of the Planning Group that formed a Steering Committee and five subcommittees. Their work over the past year has been exhaustive and inspirational. While there is not room to call out each member's contributions, their inclusion in the listing in the front of this toolbox document is testament to their integral involvement. Additionally, the initiative is indebted to those elected leaders from throughout our region who came together often and consistently as members of the Advisory Council over the past year, shared ideas, engaged in thoughtful debate, and approved this toolbox for adoption regionally. Special acknowledgement to the staff of the many nonprofit organizations and public agencies that contributed to the development of the Keys toolbox.

Finally, colleagues across the country have informed, inspired and improved the work of the *Keys to Housing* initiative. Foremost they include Nan Roman, National Alliance to End Homelessness; Bob Hohler, Melville Charitable Trust and FundersTogether; David Wertheimer, Bill & Melinda Gales Foundation; Bill Pitkin, Conrad Hilton Foundation; Katherine Gale, Focus Strategies; and Bridget DeJong and Stacey Murphy, HomeBase.

It was a great privilege and honor to have Barbara Mandel serve as scribe and editor for the ideas, strategies and goals of this illustrious effort, which will result in a healthier community for all San Diegans.

*San Diego Grantmakers Homeless Working Group*

## Family Story



### Solutions 4 Change

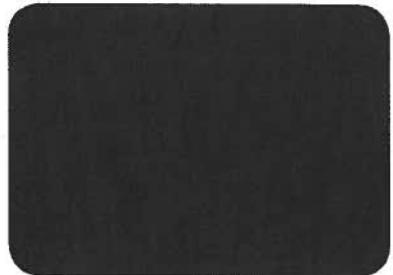
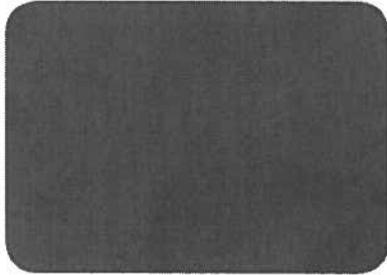
At 18 Dawn joined the army and spent the next decade serving her country any way she could. With a good job, decent savings and a daughter who was her best friend, Dawn felt pretty good about her life. Then, she was called into another kind of service.

“When my mother had a stroke, we moved in with her in Texas. My entire life became about caring for her—that’s just what you do in Asian families,” Dawn said. “My savings were gone so quickly, paying all those medical bills,” Dawn shakes her head remembering. It soon became clear that Dawn’s mother wouldn’t be able to stay in her home, and they would need to sell the house to pay for board and care. Dawn and her daughter would be homeless.

When a friend in California invited them out to the west coast, Dawn didn’t see another option. “It felt like the end of the world. Three days with motion sickness on a Greyhound bus,” Dawn reflects. Shortly after arriving in San Diego, Dawn found Solutions 4 Change. Solutions gave them a home while Dawn recovered emotionally from all they’d been through and got her feet back on the ground.

Now, a year later, Dawn seems optimistic about the future. With a job as a security guard she is nurturing another savings account and is looking forward to saving enough to buy a car for herself and her daughter. Amber, now 18, has adapted well to life in California. Dawn laughs as she recounts the first time Amber saw the Pacific Ocean, “It’s infinity!” she shouted. With the security of a stable home, Amber has completed her GED and is already working on even bigger goals. She has enrolled in the Art Institute with plans for a career creating video games.

Dawn loves their peaceful life. “I just can’t believe there’s a program like this out there to help people. It’s a community there. They’re just like family.”



**keystohousing**  
Ending Family Homelessness by 2020

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