

# Strategic Recommendations of the Senior Homelessness Prevention Collaborative of San Diego

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Strategic Planning Discussions Facilitated By,  
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# STRATEGIC RECOMMENDATIONS OF THE SENIOR HOMELESSNESS PREVENTION COLLABORATIVE OF SAN DIEGO

*The Senior Homelessness Prevention Collaborative currently includes representation from the following agencies: APS, Inc.; Catholic Charities Diocese of San Diego; City of San Diego Homeless Services; Corporation for Supportive Housing; County of San Diego Health and Human Services Agency, including Aging and Independence Services and Adult Protective Services; Elderhelp of San Diego; El Cajon Collaborative; Episcopal Community Services; REACH Program – Telecare Corporation; Regional Task Force on the Homeless; San Diego Police Department; San Diego Housing Commission; Senior Community Centers of San Diego; Sharp Senior Health Center; St. Paul’s Senior Homes and Services; St. Vincent de Paul Village; Travelers Aid Society of San Diego;*

*Please contact Mary Mazyck, Senior Community Centers of San Diego, at [mary.mazyck@servingseniors.org](mailto:mary.mazyck@servingseniors.org) or 619.235.4182, x310 for more information regarding participating in the Collaborative.*

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## **SECTION 1 - HISTORY AND EMPHASIS OF THE SENIOR HOMELESSNESS PREVENTION COLLABORATIVE:**

In recent years, local governments and community agencies have witnessed a dramatic increase in the numbers of homeless senior citizens in San Diego and several collaborative groups were convened to discuss and address this emerging problem. In 2001, these groups combined efforts and formed the Senior Homelessness Prevention Collaborative. The Collaborative was established to create a unified voice addressing the issue of preventing and ending homelessness among seniors in San Diego, including both those who were becoming homeless for the first time and the aging persons who have experienced long-term homelessness. The Collaborative's members prioritized the need to gain a better understanding of the scope and needs of the homeless senior population. In response, Senior Community Centers of San Diego applied for and received a grant from Alliance Healthcare Foundation to fund a needs assessment study and report, *The Unseen Many: A Needs Assessment of Homeless and Near-Homeless Seniors in San Diego* resulted. The data and analysis identified the main reason for senior homelessness as a lack of available, affordable housing. It also documented that nearly 75% of those interviewed had multiple disabilities that affected their ability to perform regular activities of daily living, creating special challenges for serving these clients effectively through the existing network of homeless services. (A copy of this needs assessment report is available for free download at [http://www.servingseniors.org/needs\\_assessment.pdf](http://www.servingseniors.org/needs_assessment.pdf))

In response to the needs identified within this study, a partnership was developed (including Senior Community Centers of San Diego, the San Diego Housing Commission, St. Paul's Senior Homes and Services, the Homeless Outreach Team of the San Diego Police Department, the San Diego REACH Program, Travelers Aid Society of San Diego, and the Corporation for Supportive Housing) to create a transitional housing program for 60+ year olds transitioning out of homelessness. Through the efforts of these partners, the Collaborative successfully established the Transitional Housing Program for Displaced Seniors (THP), providing case management services and transitional housing through the master-leasing of 35 SRO units, and accessing up to 5 assisted living beds to serve seniors who needed more intensive assistance than can be provided in the SRO units.

The Collaborative spent two years focused on performing the needs assessment and establishing the THP, but in late 2003 and early 2004, the Collaborative members engaged in a series of strategic planning discussions designed to develop a comprehensive strategic approach to senior homelessness in San Diego County and to identify additional work items for the Collaborative to pursue.

A description of the strategic planning discussion process is included as *Attachment A* to this Report, and a list of all those who participated in any of these strategic planning discussion sessions is included as *Attachment B* to this Report.

## **SECTION 2 - KEY ISSUES, NEEDS, AND CHALLENGES IDENTIFIED REGARDING THE CONTINUUM OF CARE FOR HOMELESS PERSONS**

In order to structure its strategic planning discussions, the Collaborative chose to host a series of meetings facilitated by the San Diego County Program Officer of the Corporation for Supportive Housing. These discussions were organized around the components of the local Continuum of Care for addressing homelessness in San Diego, and also identified overarching issues which impact the implementation and effectiveness of all aspects of that Continuum:

### ***Prevention Services - Stabilization services and activities, such as eviction prevention, emergency financial assistance, and health care services that assist those individuals and families at risk of homelessness to maintain their housing:***

In its discussions, the Collaborative recognized the important strategic benefits of providing enhanced services to senior citizens while they are currently housed, in order to prevent at-risk seniors from ever falling into homelessness. Such services currently include the efforts of mental health intervention services, adult protective and elder abuse focused services, and other services that help senior citizens to retain independent housing and to age in place. The ability of at-risk seniors to sustain their independent living and avoid homelessness was seen to be threatened by the decreasing affordability of Single Room Occupancy units (and the loss of such units from the housing market), reductions in funding for key service interventions, including nutrition programs and health promotion programming, and by an inadequate supply of affordable housing and housing subsidies, such as Section 8 Housing Choice Vouchers. Providing access to appropriate health care services to prevent and treat major illnesses, before the health problems help push at-risk San Diegans into homelessness, was also identified as a crucial prevention strategy.

### ***Outreach, Engagement, Intake and Assessment Activities - Efforts designed to reach out to and engage persons experiencing homelessness, assess their services and housing needs, and link such persons to appropriate service programs:***

The Collaborative's discussions regarding outreach, intake and assessment for homeless seniors focused on the availability, but limited capacity, of several innovative efforts for engaging homeless San Diegans, including the REACH Program for homeless individuals with mental illnesses, the San Diego Police Department's Homeless Outreach Team (HOT), the County of San Diego's Psychiatric Emergency Response Team (PERT) and Serial Inebriate Program (SIP), and the efforts of various non-profit service agencies. The City and County's current financial difficulties were seen as putting the funding for these efforts in jeopardy, as well as making unfeasible the expansion of these programs to the scale needed to provide adequate outreach to homeless seniors throughout the region.

***Emergency Shelters - A safe, secure, temporary place for homeless individuals and families to reside while they seek other more permanent housing or supportive services:***

San Diego does not have an emergency shelter that is specific to senior citizens, and the Collaborative discussed the challenge of effectively serving seniors and persons with disabilities within existing shelter programs (both year-round and seasonal winter shelters), including the challenges of addressing physical and cognitive limitations and medication needs. Further, it was identified that frail seniors face special challenges within the shelter environment that put them at-risk for victimization by other shelter residents, and that staff within the shelter programs were not always well-prepared to effectively meet the needs of geriatric clients. Finally, budget limitations have reduced the ability of local agencies to perform outreach to seniors within the shelter programs in order to link them to other appropriate housing and services opportunities.

***Transitional Housing - Both shorter-term (up to 6 months) and longer-term (up to 24 months) programs that offer temporary housing with varying degrees of support services that provide a needed period of stability to enable people who are homeless to successfully transition to and maintain permanent housing:***

The Collaborative identified concerns similar to those identified for emergency shelters with the current network of transitional housing programs to meet the needs of homeless seniors. While a few such programs do exist that target seniors, including the Senior Transitional Housing Program that the Collaborative established (described in the History section above), most of the non-senior specific transitional housing programs struggle to effectively meet the service needs of elderly and frail clientele.

***Permanent Housing, including Permanent Supportive Housing – Including both permanent supportive housing (affordable housing combined with a range of supportive services that help people with special needs, including people who have experienced long-term homelessness, live stable and independent lives) and other affordable housing, with or without supportive services, that is provided at below market-rates and/or at which rents are based upon household income, with affordability standard at 30% of households adjusted income:***

Providing for the permanent housing needs of homeless and at-risk seniors was seen as a top priority by the Collaborative, especially in light of San Diego's increasing housing costs, the decreasing supply of affordable alternatives (including SRO units rented at levels affordable to seniors on fixed incomes), and the conversion of rental units into condominiums. Some homeless and at-risk seniors face additional challenges which could be best addressed within a supportive housing environment, providing both affordable housing and access to necessary supportive services, but the Collaborative identified the current supply of permanent supportive housing as insufficient to adequately meet these needs. The Collaborative identified a wide variety of permanent housing strategies, including shared housing (matching seniors with younger roommates), senior-specific board and care facilities, senior-specific affordable housing, mobile home parks, and housing subsidy programs, as all playing crucial roles in preventing and ending seniors' homelessness.

***Emergency Services - Services to identify and address an individual's immediate needs, such as food or clothing, and to provide a link to on-going support.***

The Collaborative's discussions identified significant jeopardy for many emergency service programs, including meal programs, that help people who are homeless and other low-income persons meet their basic needs. The Collaborative noted that there is often a lack of community and political support for these services, despite the critical importance of these programs for the people served, and despite the crucial role such services can play in linking people to other service programs that can resolve their service needs.

***Mainstream Resources - Resources and services, including Drug/Alcohol Services and Mental Health Services, that are generally available to low-income persons, regardless of housing status, through which homeless clients may be eligible for assistance:***

The Collaborative's discussions noted many ways that current homeless and senior service programs effectively link the clients they serve to mainstream resources, such as public benefit programs, mental health and substance abuse services, and veterans' services and benefits. Collaborative members felt that more could be done to increase the awareness of non-senior specific service providers regarding the service needs of senior citizens and the programs available to help meet those needs. The Collaborative also discussed the need to help make seniors themselves more aware of service programs prior to losing their housing, and also noted that many of the mainstream service systems did not focus adequately on the service needs of homeless seniors, leaving too much of the effort to as the responsibility of the network of non-profit providers. Further, expected cuts to many of those mainstream resources, including mental health services and substance abuse services, are expected to have a dramatic impact on the ability of people to access the services they need to prevent or end their homelessness.

***Overarching Issues:***

In its discussions of each of these aspects of the Continuum of Care for homeless persons, the Collaborative identified the following over-arching issues:

- **Lack of adequate data to effectively define the issues:** While providers report an ever-growing number of homeless and at-risk seniors seeking services and assistance, there is a lack of comprehensive local data that effectively documents the extent of the problem and the number of seniors who are facing homelessness.
- **Lack of access to appropriate housing opportunities across the continuum:** San Diego's affordable housing crisis is widely acknowledged, and low-income seniors throughout the region struggle to locate housing that meets their affordability needs. Preventing and ending homelessness among seniors in San Diego cannot be accomplished solely through the provision of effective social services or through the expansion of shelter and transitional housing programs equipped to serve seniors - affordable permanent housing opportunities, including supportive housing, for low-income seniors must be expanded, for those services and temporary housing programs to be able to link seniors to long-term solutions to their housing needs.

- **Lack of effective community advocacy and political leadership focused on the issue of senior homelessness:** While many agencies and providers serve seniors, their exist no broad-based advocacy efforts focused on advancing an agenda of improved services and supports for homeless and at-risk seniors, resulting in an inadequate focus on such an agenda among San Diego’s political leadership.

### **SECTION 3: STRATEGIC RECOMMENDATIONS OF THE COLLABORATIVE:**

Based upon its discussion of each of the aspects of the Continuum of Care and available services and housing opportunities for homeless seniors in San Diego, the Collaborative identified seven (7) key goals necessary for ending homelessness for seniors in San Diego:

1. *Prevent Homelessness by Enhancing and Expanding Awareness of Services Available to Currently Housed Seniors*
2. *Expand Outreach Efforts and Engagement of Homeless Seniors Living on the Streets*
3. *Enhance Current Homeless Services Programs to Improve Their Ability to Effectively Serve Seniors*
4. *Foster the Development of Expanded Housing Opportunities of All Types for Seniors*
5. *Implement Improved Data, Tracking and Outcome Measurement Systems*
6. *Foster Improved Coordination of Public Systems, Mainstream Resources and Planning Efforts*
7. *Create a Formal Advocacy Network Regarding Senior Homelessness and the Existing Housing Supply*

Through its discussions, the Collaborative also identified recommended strategies that would help enable San Diego to achieve each of these goals.

#### ***Goal 1. Prevent Homelessness by Enhancing and Expanding Awareness of Services Available to Currently Housed Seniors***

##### ***Recommended Strategies:***

- A. Develop an effective system for assessing needs for seniors at-risk of losing housing, prior to crises.
- B. Create a flexible financial assistance fund, administered either as grants or loans, that could be used by at-risk seniors to address expenses that put their current housing at risk.
- C. Increase access to geriatric case management that can provide the appropriate intensity of services to seniors who are currently housed.
- D. Expand access to in-home supportive services to help meet the personal care and daily living needs of vulnerable seniors.
- E. Expand efforts to educate apartment managers regarding the service needs of seniors and persons with disabilities and how to effectively link tenants to the resources available.
- F. Expand communication efforts to increase public and service provider awareness of resources available to at-risk and homeless seniors and persons with disabilities.

## ***Goal 2. Expand Outreach Efforts and Engagement of Homeless Seniors Living on the Streets***

### ***Recommended Strategies:***

- A. Evaluate the potential for the establishment of a “one-stop center” to guide homeless seniors through the entire process, from engagement to appropriate supportive services and to appropriate permanent housing opportunities.
- B. Sustain, and preferably expand, the San Diego Police Department’s HOT Team providing outreach, engagement and service-linkages to homeless San Diegans, including seniors.
- C. Sustain, and preferably expand, the Serial Inebriate Program, to link arrested and incarcerated San Diegans with chronic alcoholism to appropriate treatment and housing opportunities.
- D. Improve the coordination between Adult Protective Services staff and the HOT Team for effective outreach and engagement in services for the most vulnerable homeless seniors.
- E. Expand street outreach efforts necessary to engage persons who are homeless and link them to available services and housing opportunities.

## ***Goal 3. Enhance Current Homeless Services Programs to Improve Their Ability to Effectively Serve Seniors***

### ***Recommended Strategies:***

- A. Improve the ability of existing year-round and winter shelters and transitional housing programs to effectively serve seniors and persons with disabilities.
- B. Expand family reunification efforts to help homeless and at-risk seniors to access family support as a resource for addressing their housing needs.
- C. Strengthen linkages between service programs and housing providers to improve the ability of service providers to link homeless clients to appropriate housing opportunities.

## ***Goal 4. Foster the Development of Expanded Housing Opportunities of All Types for Seniors***

### ***Recommended Strategies:***

- A. Create expanded shelter capacity, including more service-enriched programs well-equipped for serving seniors and addressing the aging process effectively.
- B. Research and determine the need for, and feasibility of, establishment of a year-round shelter specifically for seniors.
- C. Ensure the sustainability of the Senior Transitional Housing Program and its ability to meet the growing need for services for this population.
- D. Create expanded transitional housing capacity, including more service-enriched programs well-equipped for serving seniors and addressing the aging process effectively.
- E. Create an expanded supply of Permanent Supportive Housing units that provide both affordable housing opportunities and coordinated access to supportive services needed by seniors and others with special needs, including mental health challenges, substance use issues, terminal illnesses, and other chronic disabling conditions.
- F. Create an expanded supply of affordable housing opportunities appropriate for seniors, including an adequate supply of SRO-type units affordable to persons on fixed incomes.
- G. Expand the availability of appropriate housing opportunities through a variety of other strategies, including increased numbers of granny flats, expanded shared housing and

intergenerational housing programs, and the incorporation of Universal Design elements within developments.

***Goal 5. Implement Improved Data, Tracking and Outcome Measurement Systems***

***Recommended Strategies:***

- A. Pursue improved sources of data regarding number of seniors experiencing hunger and homelessness in San Diego.
- B. Implement improved record-keeping and tracking systems that can help service providers to better follow people after evictions or other loss of housing, and to identify what resources they relied upon to end their homelessness.

***Goal 6. Foster Improved Coordination of Public Systems, Mainstream Resources and Planning Efforts***

***Recommended Strategies:***

- A. Pursue linkages and agreements to improve homeless and at-risk seniors' access to mainstream resources (including Social Security/SSI, Food Stamps, Veterans' Benefits, Medicare, Medi-Cal, health care, mental health care, and other services and resources) essential for meeting their income and service needs.
- B. Improve communication and coordination between mainstream resource agencies (including City, County, State and Federal agencies) and service providers to ensure increased focus on homelessness by mainstream resource agencies, effective service access for clients, and effective utilization of public resources.
- C. Ensure that the developing 10 Year Plan to End Homelessness in San Diego includes strategies for effectively addressing the special needs of homeless and at-risk seniors.

***Goal 7. Create a Formal Advocacy Network Regarding Senior Homelessness and the Existing Housing Supply***

***Recommended Strategies:***

- A. Create systems for better-coordinated advocacy for the needs of homeless and at-risk seniors, informed by expanded understanding of government structures, processes, and responsibilities.
- B. Recruit advocates and community leaders concerned with these issues to expand community awareness and inform political leaders of critical issues affecting homeless and at-risk seniors.
- C. Develop a comprehensive advocacy agenda, which may include issues related to siting homeless services and affordable/supportive housing programs, dedication of appropriate public resources, and loss of affordable housing opportunities due to condominium conversions and the loss of affordable SRO housing units.

## **SECTION 4 - STRATEGIC RECOMMENDATIONS PLANNED FOR IMPLEMENTATION BY THE COLLABORATIVE IN 2004-2005**

Based upon further discussion and prioritization of the strategic recommendations identified in the previous section, and based upon an assessment of the Collaborative's capacity and the availability of resources for successfully pursuing each of the recommendations, the Collaborative selected strategic recommendations for its work plan for 2004 – 2005. The Collaborative is currently developing and implementing action plans for the following strategic recommendations:

### ***Goal 1. Prevent Homelessness by Enhancing and Expanding Awareness of Services Available to Currently Housed Seniors***

- A. Expand efforts to educate apartment managers regarding the service needs of seniors and persons with disabilities and how to effectively link tenants to the resources available.

*Collaborative Members Involved:* Senior Community Centers of San Diego, County of San Diego Aging and Independence Services, Sharp Senior Health Center

*Contact Person:* Cathy Babin-Weil, County of San Diego Aging and Independence Services, 858.505.6305, [cathy.babin@sdcounty.ca.gov](mailto:cathy.babin@sdcounty.ca.gov)

- B. Expand communication efforts to increase public and service provider awareness of resources available to at-risk and homeless seniors and persons with disabilities.

*Collaborative Members Involved:* County of San Diego Aging and Independence Services, Sharp Senior Health Center, San Diego Police Department

*Contact Persons:* Cathy Babin-Weil, County of San Diego Aging and Independence Services, 858.505.6305, [cathy.babin@sdcounty.ca.gov](mailto:cathy.babin@sdcounty.ca.gov); Richard Schnell, San Diego Police Department, 858.490.3850, [rschnell@pd.sandiego.gov](mailto:rschnell@pd.sandiego.gov)

### ***Goal 2. Expand Outreach Efforts and Engagement of Homeless Seniors Living on the Streets***

- B. Sustain, and preferably expand, the San Diego Police Department's HOT Team providing outreach, engagement and service-linkages to homeless San Diegans, including seniors.

*Collaborative Members Involved:* San Diego Police Department, City of San Diego Homeless Services

*Contact Person:* Richard Schnell, San Diego Police Department, 858.490.3850, [rschnell@pd.sandiego.gov](mailto:rschnell@pd.sandiego.gov)

- C. Sustain, and preferably expand, the Serial Inebriate Program, to link arrested and incarcerated San Diegans with chronic alcoholism to appropriate treatment and housing opportunities.

*Collaborative Members Involved:* San Diego Police Department, City of San Diego Homeless Services, San Diego Housing Commission

*Contact Person:* Richard Schnell, San Diego Police Department, 858.490.3850, [rschnell@pd.sandiego.gov](mailto:rschnell@pd.sandiego.gov)

- D. Improve the coordination between Adult Protective Services staff and the HOT Team for effective outreach and engagement in services for the most vulnerable homeless seniors.

*Collaborative Members Involved:* San Diego Police Department, County of San Diego Aging and Independence Services and Adult Protective Services

*Contact Person:* Cathy Babin-Weil, County of San Diego Aging and Independence Services, 858.505.6305, [cathy.babin@sdcounty.ca.gov](mailto:cathy.babin@sdcounty.ca.gov)

- E. Expand street outreach efforts necessary to engage persons who are homeless and link them to available services and housing opportunities.

*Collaborative Members Involved:* REACH Program - Telecare Corporation

*Contact Person:* Christine Helsell, REACH Program - Telecare Corporation, 619.398.2181, [christineh@telecarecorp.com](mailto:christineh@telecarecorp.com)

***Goal 3. Enhance Current Homeless Services Programs to Improve Their Ability to Effectively Serve Seniors***

- A. Improve the ability of existing year-round and winter shelters and transitional housing programs to effectively serve seniors and persons with disabilities.

*Collaborative Members Involved:* Senior Community Centers of San Diego, County of San Diego Aging and Independence Services and Adult Protective Services

*Contact Person:* Steven Hall, Senior Community Centers of San Diego, 619.235.4182, x.324, [steve.hall@servingseiors.org](mailto:steve.hall@servingseiors.org)

- B. Expand family reunification efforts to help homeless and at-risk seniors to access family support as a resource for addressing their housing needs.

*Collaborative Members Involved:* San Diego Police Department, Travelers Aid Society of San Diego

*Contact Person:* Richard Schnell, San Diego Police Department, 858.490.3850, [rschnell@pd.sandiego.gov](mailto:rschnell@pd.sandiego.gov)

- C. Strengthen linkages between service programs and housing providers to improve the ability of service providers to link homeless clients to appropriate housing opportunities.

*Collaborative Members Involved:* Sharp Senior Health Center, REACH Program - Telecare Corporation, County of San Diego Aging and Independence Services

*Contact Person:* Cathy Babin-Weil, County of San Diego Aging and Independence Services, 858.505.6305, [cathy.babin@sdcounty.ca.gov](mailto:cathy.babin@sdcounty.ca.gov)

***Goal 4. Foster the Development of Expanded Housing Opportunities of All Types for Seniors***

- C. Ensure the sustainability of the Senior Transitional Housing Program and its ability to meet the growing need for services for this population.

*Collaborative Members Involved:* Senior Community Centers of San Diego, County of San Diego Aging and Independence Services, City of San Diego Homeless Services, San

Diego Housing Commission, Travelers Aid Society of San Diego, St. Paul's Senior Homes and Services

*Contact Person:* Steven Hall, Senior Community Centers of San Diego, 619.235.4182, x.324, [steve.hall@servingseniors.org](mailto:steve.hall@servingseniors.org)

- E. Create an expanded supply of Permanent Supportive Housing units that provide both affordable housing opportunities and coordinated access to supportive services needed by seniors and others with special needs, including mental health challenges, substance use issues, terminal illnesses, and chronic disabling conditions.

*Collaborative Members Involved:* Corporation for Supportive Housing, Senior Community Centers of San Diego

*Contact Person:* Matthew Doherty, Corporation for Supportive Housing, 619.232.3194, [matthew.doherty@csh.org](mailto:matthew.doherty@csh.org)

#### ***Goal 5. Implement Improved Data, Tracking and Outcome Measurement Systems***

- A. Pursue improved sources of data regarding number of seniors experiencing hunger and homelessness in San Diego.

*Collaborative Members Involved:* Regional Task Force on the Homeless, City of San Diego Homeless Services, San Diego Police Department, Corporation for Supportive Housing

*Contact Person:* John Thelen, Regional Task Force on the Homeless, 858.694.8798, [john.thelen@sdcountry.ca.gov](mailto:john.thelen@sdcountry.ca.gov)

#### ***Goal 6. Foster Improved Coordination of Public Systems, Mainstream Resources and Planning Efforts:***

- A. Pursue linkages and agreements to improve homeless and at-risk seniors' access to mainstream resources (including Social Security/SSI, Food Stamps, Veterans' Benefits, Medicare, Medi-Cal, health care, mental health care, and other services and resources) essential for meeting their income and service needs.

*Collaborative Members Involved:* Senior Community Centers of San Diego, County of San Diego Aging and Independence Services, REACH Program - Telecare Corporation, San Diego Police Department, County of San Diego Health and Human Services Agency

*Contact Person:* Richard Schnell, San Diego Police Department, 858.490.3850, [rschnell@pd.sandiego.gov](mailto:rschnell@pd.sandiego.gov)

- B. Improve communication and coordination between mainstream resource agencies (including City, County, State and Federal agencies) and service providers to ensure increased focus on homelessness by mainstream resource agencies, effective service access for clients, and effective utilization of public resources.

*Collaborative Members Involved:* County of San Diego Health and Human Services Agency, City of San Diego Homeless Services, Corporation for Supportive Housing

*Contact Person:* Matthew Doherty, Corporation for Supportive Housing, 619.232.3194, [matthew.doherty@csh.org](mailto:matthew.doherty@csh.org)

- C. Ensure that the developing 10 Year Plan to End Homelessness in San Diego includes strategies for effectively addressing the special needs of homeless and at-risk seniors.

*Collaborative Members Involved:* Regional Task Force on the Homeless, City of San Diego Homeless Services, San Diego Police Department, Corporation for Supportive Housing

*Contact Person:* Matthew Doherty, Corporation for Supportive Housing, 619.232.3194, [matthew.doherty@csh.org](mailto:matthew.doherty@csh.org)

*For more information about how to support the implementation of the strategies identified above, please contact the contact person identified for the specific strategy you would like to discuss. For more information about how to become involved in the Senior Homelessness Prevention Collaborative, please contact Mary Mazyck at [mary.mazyck@servingseniors.org](mailto:mary.mazyck@servingseniors.org) or 619.235.4182, x310.*

**ATTACHMENT A:  
THE COLLABORATIVE’S STRATEGIC PLANNING DISCUSSION PROCESS**

In order to structure its strategic planning discussions, the Collaborative chose to host a series of meetings facilitated by the San Diego County Program Officer of the Corporation for Supportive Housing. These discussions were organized according to the following components of the local Continuum of Care for addressing homelessness in San Diego (definitions provided in Section 2 of this report):

- ❖ **Prevention Services**
- ❖ **Outreach, Engagement, Intake and Assessment Activities**
- ❖ **Emergency Shelters**
- ❖ **Transitional Housing**
- ❖ **Permanent Housing, including Permanent Supportive Housing**
- ❖ **Emergency Supportive Services**
- ❖ **Mainstream Resources and Services**

For each of the above Continuum of Care components, the Collaborative engaged in facilitated discussion around each of the following questions:

- ❖ **Current Status** – What is available specifically for seniors? How well do current non-senior specific services serve seniors?
- ❖ **Positive Expected Developments** – What is in progress?
- ❖ **Negative Expected Developments** – What is in jeopardy?
- ❖ **Information Gaps about Current / Expected Status** – What do we need to know more about?
- ❖ **Vision of Desired Status** – What is needed? How should what currently exists be improved? What should be expanded? What new strategies or service programs should be created?
- ❖ **Services Gap** – What is the gap between current/expected status and desired status?

In follow-up to those discussions, the Collaborative then engaged in a series of discussions designed to both prioritize the strategic recommendations identified through the discussion of the Continuum of Care, and to assess the Collaborative’s capacity and the availability of resources for successfully pursuing each of the recommendations. Based upon those discussions, the Collaborative selected strategic recommendations for its work plan for 2004 – 2005 (described on pages 8-11 of this Report) and is currently developing and implementing action plans for those strategic recommendations.

**ATTACHMENT B:  
STRATEGIC PLANNING DISCUSSION PARTICIPANTS**

- Cathy Babin-Weil, *County of San Diego Aging and Independence Services*
- Rachel Brunton, *APS, Inc.*
- Andrea Carlin, *PERT / HOT Team*
- Mary Case, *St. Vincent de Paul Village*
- Don Davis, *Caring Council*
- Cheryl Deblois, *St. Vincent de Paul Village*
- Shari Dogbo, *Senior Community Centers of San Diego*
- Matthew Doherty, *Corporation for Supportive Housing*
- Larry Fixsen, *San Diego Police Department HOT Team*
- Steven Hall, *Senior Community Centers of San Diego*
- John Hamilton, *Elderhelp of San Diego*
- Sharon Johnson, *City of San Diego Homeless Services*
- Betsy Knight, *Episcopal Community Services*
- Amy Mahoney, *Catholic Charities Diocese of San Diego*
- Mary Manaster, *San Diego Housing Commission*
- Mary Mazyck, *Senior Community Centers of San Diego*
- Jerry McDaniel, *El Cajon Collaborative*
- Donna Rodriguez, *County of San Diego Health and Human Services Agency*
- Pam Sanford, *Volunteers of America – SWCC*
- Rick Schnell, *San Diego Police Department HOT / SIP Teams*
- John Thelen, *Regional Task Force on the Homeless*
- Yolanda Valdez, *County of San Diego Health and Human Services Agency*
- Wayne Williams, *VA Homeless Team*

*Thank you to all who participated in these discussions, and sincere apologies if anyone who participated has not been included on this list.*