



THE CITY OF SAN DIEGO

MEMORANDUM

DATE: May 15, 2020

TO: Honorable Councilmember Barbara Bry, Budget Review Committee Chair, and Honorable Budget Review Committee Members

FROM: Matthew Vespi, Department of Finance Director and City Comptroller

SUBJECT: Fiscal Year 2021 Budget Review Committee Referral Responses for the May 7, 2020 Morning Session

This memorandum provides responses and/or follow up information to unanswered questions asked at the Budget Review Committee meeting held on the morning of May 7, 2020. The responses are listed by department in the order that they were reviewed by the Committee.

In response to Council President Gomez and the Independent Budget Analyst's (IBA) questions regarding Key Performance Indicators (KPIs), the Fiscal Year (FY) 2021 Proposed Budget webpage has been updated to include a link to the KPI page built and maintained by the Performance and Analytics Department. These KPIs, in addition to new visualizations, can be found at <https://www.sandiego.gov/finance/proposed>.

SAN DIEGO CONVENTION CENTER

COUNCIL DISTRICT 6

QUESTION:

If the reserves are depleted and there is an operating deficit, who is responsible for Convention Center expenses?

RESPONSE:

San Diego Convention Center believes the City, as the sole member of SDCCC, is the backstop. Our audited financials state "Since the City appoints the voting members of the Board of Directors of SDCCC and is able to impose its will on the SDCCC, the City, as the primary government, is financially accountable for SDCCC". However, we monitor our financials monthly and are forecasting on a biweekly basis and have implemented a critical needs cost mitigation plan to maintain solvency through this pandemic.

For FY 2020, we have reduced staffing by laying off 170 part-time (PT) employees and furloughing (anywhere from 20%-70% reduced time) for 160 full-time (FT) employees. For the month of April, we saw a 34% reduction in Payroll related costs. Employees can augment furlough days with available Paid Time Off (PTO). As the layoff's/ furlough's continue and PTO balances diminish, we expect to see further cost reductions. This will continue into FY 2021 until business resumes. Corporation has put all non-essential purchasing on hold. We will continue to maintain the building to address critical needs but will delay purchase of equipment and defer non-critical maintenance needs until business resumes.

COUNCIL DISTRICT 8

QUESTION:

This budget assumes that normal convention activity returns in August 2020. Is that a plausible assumption?

RESPONSE:

At the time of budgeting, we had not lost Comic-Con or ESRI events, so it seemed plausible a few weeks ago. Given the Governor's recent phased return to work guidelines and the fact that both Comic-Con and ESRI have since cancelled their July events, it no longer seems plausible. However, at this time only one client has cancelled their event for August, and we are in constant communications with those show managers for our remaining August events and beyond to develop solutions for how those events can move forward with future business, albeit with a lower number of expected attendees.

Assuming the Governor will continue the phased approach to reinstate large group gatherings until later phases, we are hopeful to resume event business in December by welcoming Hematology back to our City. Though they anticipate a decrease in attendance, transient occupancy tax (TOT) and regional impact of this event is a substantial contributor to the economy of our region. There is a coalition of major CA venues led by Rip that is developing re-opening plans so we can reopen safely sooner than currently estimated

QUESTION:

What is the San Diego Convention Center Corporation's plan if convention center activity does not resume at all in FY 2021? How would the corporation stay solvent?

RESPONSE:

SDCCC will continue to layoff off and furlough employees, be prudent about expenses by maintaining only critical repair and maintenance, defer equipment purchases except for those critical or needed in order to resume operations and continue to evaluate our business module to pivot to a new normal in convention center experience.

QUESTION:

Why are we still budgeting \$2.1 million of City funding for long-term marketing, when booking of convention space is on hold?

RESPONSE:

In general, FY 2021 events were contracted 3-10 years ago and nearly all events for August - June 2021 are still planning on hosting their event and have not cancelled. In many ways, a long-term sales effort is even more critical at this time as San Diego is a very sought-after convention destination and it often take years to secure long term commitments for large conventions. Many clients presently are being forced to cancel their current meetings in other locations due to COVID-19 and are looking to re-locate those events to a later date when business is likely to return to normal. Many of our competing destinations such as San Francisco and other west coast convention markets are currently focusing on this type of "predatory marketing", to pull events from other cities. Without a long-term sales and marketing effort in place, highly sought-after events such as these, which bring millions of dollars of economic value to our community, would be lost for our destination.

Since the pandemic occurred, our long-term sales team just booked a large pharmaceutical event for January 2021, which will generate substantial room nights for our local hotels,

as well as significant revenues for the convention center. Additionally, last month a large corporation confirmed their annual convention for San Diego in 2028, which will generate an estimated 24,000 hotel room nights for the destination, contributing millions of dollars regionally. A disruption in the relationships and partnerships that our long-term sales team has created with those customers would jeopardize many of the highly valuable opportunities Sales have been working on with those clients for many years. In turn, our region would be negatively impacted by overall lost business downtown and less TOT revenues produced for contribution to the City General Fund.

SAN DIEGO HOUSING COMMISSION

COUNCIL DISTRICT 1

QUESTION:

How many units will be acquired/preserved/built?

RESPONSE:

The San Diego Housing Commission (SDHC) anticipates the following affordable housing production and preservation in FY 2021:

- Acquisition: 110 units
- Preservation: 300 units
- New construction: 100 units

QUESTION:

How many first-time homebuyers can be helped?

RESPONSE:

The San Diego Housing Commission's First-Time Homebuyer Program would assist 34 new homebuyers.

COUNCIL DISTRICT 4

QUESTION:

What are the current hours at the Housing Navigation Center? Who are the current service providers? What services are currently being offered? And how many clients are being served?

RESPONSE:

The Housing Navigation Center has modified its service delivery model and operating hours due to the ongoing COVID-19 pandemic. Per Family Health Centers' contingency plan, the Housing Navigation Center's operating hours are currently Monday through Friday, from 8:00 a.m. – 5:00 p.m.

Access to the site has been largely restricted to Family Health Centers' staff. Most partnering service providers no longer provide services on-site. This is for two main reasons:

1. Many other agencies have experienced staffing reductions/workforce pressures due to COVID-19 and need to focus on centralizing and maximizing existing resources to address core agency program functions; and

May 15, 2020

2. Family Health Centers considered limits on the coming and going of multiple partners to be appropriate to mitigate against the spread of COVID-19 within the facility.

Housing Navigation Center staff have been operating on-site. They screen all clients entering the building for COVID-19. Any clients who report symptoms are offered a mask and referred to other appropriate resources, including health care providers. Housing Navigation Center front-desk staff are available to assist clients seeking services and refer them to available resources. Housing Navigators continue to provide case management services but have largely shifted case management sessions to take place remotely over the phone (in addition to some social-distanced, on-site sessions when requested by clients). Housing Navigators also continue to refer clients to partnering service providers via remote case management.

The Housing Navigation Center experienced a decline in clients accessing the site in March, with 149 persons engaging in services. The peak of individuals engaging in on-site services since opening was in January, at 244, and April saw a slight increase from March to 202. Due to pressures of COVID-19 on the unsheltered population and additional persons experiencing homelessness being sheltered at the Convention Center, the San Diego Housing Commission expects to continue to see some fluctuation in numbers in the coming months.

COUNCIL DISTRICT 8

QUESTION:

What is the timeline for the Notice of Funding Availability (NOFA) to go out that would make \$21.6M available for preserving affordable housing?

RESPONSE:

The affordable housing preservation NOFA will be released in August 2020.

QUESTION:

The Community Action Plan on Homelessness was heard by this Council a few months ago. Has the Housing Commission engaged with the consultant on how the plan might need to be altered due to the COVID-19 pandemic?

RESPONSE:

The San Diego Housing Commission (SDHC) has an ongoing contract in place with the Corporation for Supportive Housing (CSH) to continue to support the Implementation Team and Leadership Council in implementing the activities and goals identified in the Community Action Plan. As the status of the homeless crisis response system under COVID-19 continues to evolve, the Implementation Team (which also is very involved in the "Operation Shelter to Home" effort at the Convention Center) continues to filter our actions and efforts in the current COVID-19 environment through the framework, Foundational Strategies and Guiding Principles of the Community Action Plan, specifically focusing on aligning current actions with continuing to advance efforts to achieve the three-year goals within reach. The approach that CSH took as they developed the Community Action Plan provided for an evolving system. SDHC will continue to utilize its contract with CSH to provide for review and guidance of recommendations for programming and funding allocation to ensure alignment with the goals of the Community Action Plan, as well as any potential updates to the plan that may be needed as circumstances evolve.

Honorable Councilmember Barbara Bry, Budget Review Committee Chair, and Honorable Budget Review Committee Members
May 15, 2020

QUESTION:

How is the \$3.1M the Commission has received in CARES Act funding being utilized?

RESPONSE:

These CARES Act funds may be used only for activities and expenses that occur between April 28, 2020, and December 31, 2020, and only for existing public housing residents and Section 8 Housing Choice Voucher families and participating landlords.

SDHC was notified of the CARES Act funding only a few days before the May 7, 2020, Budget Review Committee meeting. SDHC is in the process of identifying the specific program uses for these funds.

SDHC will utilize the CARES Act funding in accordance with federal requirements as prescribed in the Office of Public and Indian Housing (PIH) Notice PIH 2020-08 "CARES Act - HCV Program Administrative Fees".

1. Currently eligible Section 8 Housing Choice Voucher (HCV) administrative costs during the period that the program is impacted by COVID-19; and
2. New coronavirus-related activities, including activities to support or maintain the health and safety of assisted individuals and families, and costs related to the retention and support of participating owners.

QUESTION:

Does staff expect to receive any additional federal stimulus funding outside of the \$3.1M already received?

RESPONSE:

The San Diego Housing Commission anticipates receiving the following additional funding from the U.S. Department of Housing and Urban Development under the CARES Act. These funds have a separate set of restrictions to determine eligible costs.

- \$59,690 for Operating Funds
- \$1,020 for Mainstream Vouchers.

COUNCIL DISTRICT 9

QUESTION:

Please provide and update since the Community Action Plan was adopted. What has been accomplished and what is in progress?

RESPONSE:

The memo on the Leadership Council meeting that was held in February 2020 (which was also submitted to Councilmembers via email) memorialized the main achievements through February 2020 (*Attachment A - Memorandum Community Action Plan 2.03.2020*). In addition, a tracking spreadsheet is maintained that reflects current status on main items underway (*Attachment B - Action Plan Tracker*). Since the beginning of March 2020, efforts have been focused on supporting contracted homeless services, shelter and housing providers on preventing the spread of COVID-19 and supporting their clients who may experience challenges related to access to food, services, and health and wellness needs during the crisis.

May 15, 2020

Mitigating against the spread of COVID-19 among both sheltered and unsheltered populations experiencing homelessness remains the focus of the Leadership Council and the Implementation Team. Activity continues current actions underway, as well as ongoing consideration of the overall goals of the Community Action Plan on Homelessness in relation to client-centered services, homeless crisis response system development, “Key Items for Consideration” and the three-year goals. This remains the framework through which the Implementation Team and Leadership Council filter actions and efforts in the current COVID-19 environment.

The most recent Leadership Council meeting was held on April 20, 2020, and a memo detailing the agenda items and resulting actions was provided to City Councilmembers on May 6, 2020 (*Attachment C – Memorandum Community Action Plan 4.30.2020*).

Matthew Vespi
Department of Finance Director and City Comptroller

MV/eg/tb

Attachments: A. Memorandum Community Action Plan 2.03.2020
B. Action Plan Tracker
C. Memorandum Community Action Plan 4.30.2020

cc: Honorable Mayor Kevin L. Faulconer
Honorable City Attorney Mara Elliott
Kris Michell, Chief Operating Officer
Aimee Faucett, Chief of Staff, Office of the Mayor
Andrea Tevlin, Independent Budget Analyst
Jeffrey Sturak, Assistant Chief Operating Officer
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Robert Vacchi, Deputy Chief Operating Officer, Neighborhood Services
Erik Caldwell, Deputy Chief Operating Officer, Smart & Sustainable Communities
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Johnnie Perkins, Jr, Deputy Chief Operating Officer, Public Utilities
Richard Gentry, President & CEO, San Diego Housing Commission
Clifford Rippetoe, President & CEO, San Diego Convention Center Corporation
Department of Finance Staff

MEMORANDUM

To: Members of the Leadership Council for the City of San Diego's Community Action Plan on Homelessness

From: Implementation Team

Date: February 11, 2020

Subject: Summary of Activity and Resulting Action Items for the Meeting of February 3, 2020

The first Leadership Council Meeting on the City of San Diego Community Action Plan (Action Plan) on Homelessness was held on February 3, 2020 at the San Diego Housing Commission offices.

This memorandum is to summarize the discussion that took place at the meeting, for the purposes of keeping track of the issues discussed, questions raised, and actions taken, for the use and benefit of the Leadership Council members, the Implementation Team tasked with carrying out the work, the agencies involved in the effort, and members of the public.

The members of the Leadership Council are detailed in the table below.

All members were in attendance.

City of San Diego	Mayor	Mayor Kevin Faulconer
San Diego City Council	Councilmember serving on the Regional Task Force on the Homeless	Councilmember Chris Ward
County of San Diego	County Supervisor serving on the Regional Task Force on the Homeless	Supervisor Nathan Fletcher
San Diego Housing Commission	President and Chief Executive Officer	Richard C. Gentry
Regional Task Force on the Homeless (RTFH)	Chief Executive Officer	Tamera Kohler
Philanthropic Organization	Lucky Duck Foundation	Peter Seidler
Individual with Lived Experience	Voices of Our City Choir	John Brady
Business Representative	SDG&E	Mitch Mitchell

The members of the Interagency Implementation Team are detailed in the table below.
All members were in attendance.

City of San Diego	Chief of Homelessness Strategies & Housing Liaison	Keely Halsey
San Diego City Council	Chief of Staff for Councilmember Ward	Molly Chase
Regional Task Force on the Homeless (RTFH)	Chief Executive Officer	Tamera Kohler
San Diego Housing Commission	Senior Vice President, Homeless Housing Innovations Division	Lisa Jones

The agenda included the following main topics:

- Overview of the Leadership Council
- Role of the Implementation Team
- Activity Overview since Action Plan Adoption
- Looking Ahead, including Updates on Implementing Activities and Items for Action
- Staffing Resources

Overview of the Leadership Council Purpose and Role of the Implementation Team

The Implementation Team presented a draft document for review that detailed the operational protocols of the Leadership Council and provided guidance on the role of the Leadership Council as well as the role of the Implementation Team, and the process for reporting on Leadership Council activities to the participating government agencies and the public (Attachment A). It was noted that the Leadership Council meetings were not intended to usurp authority or the role of the private or governmental agencies with representatives on the Leadership Council, whether in their regional efforts to address homelessness or other activities/authorities within their jurisdictions. This document will be finalized before the next meeting of the Leadership Council and will serve as a guiding document for the Leadership Council's activities, and may be amended as needed. The Implementation team also supported the discussion on the agenda items with a PowerPoint presentation (Attachment B).

Items for Action were the main areas of discussion during the meeting. Those topics and resulting action items were:

1. Analyzing development opportunities on public land and exploring potential land trust.
(System Impact Strategy – Increase Production of Permanent Solutions)

The resulting action from this item was to analyze development opportunities on public land through a comprehensive real estate review of jurisdictions in attendance and appropriate stakeholders, including City of San Diego, County of San Diego, Metropolitan Transit System, and others, to detail what land is

available for potential use, regardless of current zoning restrictions, to more effectively plan for opportunities for permanent supportive and affordable housing and better leverage available resources.

2. Implement a ‘Street to Home’ Pilot Program for 150 High utilizers.
(System Impact Strategy – Reduce Inflow/Three Year Goal – Reduce Unsheltered Homelessness)

The resulting action from this item was to determine opportunities to leverage existing funding sources for supportive services for persons who are unsheltered, chronically homeless and highly vulnerable but not suffering from Severe Mental Illness (SMI).

Data shows that there is a sub-population in need of Permanent Supportive Housing that cannot access the current Permanent Supportive Housing opportunities that come available that are directed towards persons that are chronically homeless but also must have SMI. As service dollars are identified, they can be coupled with vouchers already committed to a high-need chronically homeless population. This pilot program has the opportunity to meet a significant system gap identified in the data while also reducing the unsheltered homeless population.

Members committed to and urged each other to think creatively about how to help underserved populations like this by leveraging existing restricted funding sources with alternative sources: to adopt new approaches to longstanding challenges.

3. Regional HHAP Coordination Meetings.
(Foundational Strategy – Implement a Systems Level Approach to Homelessness Planning)

Meetings have been ongoing to coordinate and collaborate on state Homeless Housing Assistance and Prevention (HHAP) funding. These meetings have included representatives from the City, the County, RTFH and the Housing Commission.

The Leadership Council expressed *general support for the City applying to utilize HHAP funds to continue existing programs that will terminate if not for new funding, including bridge shelters, storage, and safe parking, among others.* Additional discussion was had regarding the potential to leverage some of the funding from the other entities’ allocations to create opportunities to reach individuals experiencing homelessness through the City’s shelter and other facilities.

The RTFH also noted that some of the CoC’s allocation would be committed to support programs that are demonstrating high outcomes that are currently funded by Youth Homeless Demonstration (YHDP) program grant funding that will not

be funded by HUD in the next funding rounds. Similarly, the RTFH plans to use a portion of the funds to allow continuation of other current HEAP-funded programs that demonstrate success and impact. All three eligible entities are finalizing their application packages for submission to the state.

Staffing Resources

Staffing Resources were called out in the Action Plan as an Item for Immediate Consideration. The plan states:

“Staffing at each of the entities that comprise the Interagency Implementation Team should be reviewed as soon as possible, so that adequate resources can be provided to support implementation of this action plan.”

The Leadership Council indicated support of the work that had been done already to secure and determine appropriate staffing resources and that they wanted to be kept up to date regarding the additional capacity and support that these staffing resources would bring to the Implementation Team and the Leadership Council. The SDHC reported that it is currently conducting interviews for a Project Manager and a Senior Programs Analyst dedicated to supporting the needs of the Leadership Council, and the Implementation Team in carrying out the implementation of the Action Plan. The RTFH reported that it recently hired three new key leadership staff. Specifically the Leadership Council expressed general support for the addition of staffing resources at the City. The Implementation Team, at future meetings, will provide more information regarding staffing that will either directly support or be leveraged to support the Implementation Team and the Leadership Council in implementing the plan.

Activity Overview since Plan Adoption and Looking Ahead; Implementing Activities

Updates were provided during the meeting on the following activities (these topics can also be found in the supporting PowerPoint presentation, Attachment B):

Activity Overview since Plan Adoption

Three Year Goal – Reduce Unsheltered Homelessness

- Fourth Bridge Shelter approved and opened – added 128 new beds
- Bridge Shelter for Single Women and Families with Children expanded
 - Golden Hall Bridge Shelter expanded to 279 beds; and
 - TAY beds incorporated to meet an identified gap in crisis response system.

Foundational Strategy – Implement a Systems Level Approach to Homelessness Planning

- Interagency steering structure (the Leadership Council) created to guide plan implementation.

Foundational Strategy – Client-Centered Homeless Assistance System/Key Item for Immediate Consideration

- Request for Proposal drafted for evaluation of Housing Navigation Center (RFP has since been amended to include an evaluation of both the Day Center and Housing Navigation Center programs).

System Impact Strategy – Decrease Inflow

- Expansion of Family Reunification Program
 - FRP to include funding teams to work in the beach areas and Midway.

System Impact Strategy – Improve Performance of Existing System

- Flex Funding Pool approved and implemented.
 - RTFH Also releasing RFI to Bring in real estate party 3rd professionals who will evaluate the rental market and XXX
 - *Resulting action from this item was to develop a factsheet/overview of both main approaches to flexible funding and how they meet system needs.*
- Rapid Rehousing Learning Collaborative implemented.
- Unsheltered and Encampment Policy adopted at RTFH. (Key Item)

Looking Ahead; Implementing Activities

Three Year Goal – Reduce Unsheltered Homelessness

- PATH Partnership – City partnering with PATH to develop a program to create Respite Care Beds at Connections Housing

Foundational Strategy – Client-Centered Homeless Assistance System/ System Impact Strategy – Improve Performance of Existing System

- Pilot Workforce Program with San Diego City College
 - SDHC is partnering with San Diego City College to create a course to provide workforce skills specifically geared towards careers in the homeless services industry that can be combined with other existing coursework related to public health, social services, substance use disorder and other related curricula. Will couple in-class curriculum with site based field experience, with a focus on both understanding perspective of persons with lived experience while also creating educational/career avenues for persons with lived experience to gain valuable skills to support their own employment opportunities in the field.

Engaging/Implementing Advisory Groups

- The plan recommends seeking input from stakeholders, by utilizing Advisory Groups, to convene on specific issue. Participation in Advisory Groups will be informal and

voluntary. Frequency of Advisory Group meetings will be determined on an ad hoc basis to achieve Action Plan goals and solicit input and expertise across a broad sector of service users and stakeholders. The Implementation Team will be responsible for reporting to the Leadership Council the nature of the feedback received by the Advisory Groups. Current groups either already ongoing or that will be developed include:

- Lived Expertise
 - Youth Advisory Board
 - Provider Group
 - San Diego Youth Consortium
 - Funders Together to End Homelessness
 - Front Line Staff Group
- *Resulting action based on member discussion; identify ways to engage opportunities for client satisfaction surveys in current service delivery and housing programs.*

System Impact Strategy- Decrease Inflow

- Affordable Housing Preservation Study will be presented to the City Council Land Use & Housing Committee this Spring with actionable recommendations

System Impact Strategy – Improve Performance of Existing System

- Demonstration/Pilot Program(s) for VASH
 - Discussion: Current challenges and limitation with VASH program utilization. SDHC provided updates on discussion being held at regional and federal level to consider utilizing San Diego as a pilot or demonstration program site for innovative approaches to enhance utilization of VASH vouchers. RTFH provided updates on recent testimony at hearings being held in Washington DC with the purpose of optimizing VASH utilization.
- Housing Focused Shelter Learning Collaborative
- Outreach Training and Development of Practice Standards. (Key Item)

System Impact Strategy – Increase Production of Permanent Solutions

- Housing Bond, Resolution of Necessity Measure C. The group discussed that the resolution of necessity for the housing bond would be coming forward to the City Council for discussion and that Measure C is on the March ballot. Councilmember Ward's office is currently working with the San Diego Housing Commission to draft a Housing Bond that reflects data from the Community Action Plan to bring forward for discussion at the Rules Committee in March or April.
- Establish City Housing Goals to complement Regional Housing Needs Assessment Allocation: City Council Committee item planned for February 27, 2020
- Landlord Engagement and Assistance Program Enhancements
- Housing San Diego Regulatory Changes and Streamlining. The group was given a brief overview of the efforts the City is taking through its planning and regulatory streamlining efforts to make housing easier, cheaper, and faster to build.

Measuring Progress

- CSH developed the Action Plan using the 2018 Point In Time Count (PITC) and the Implementation Team plans to use the 2019 PITC, and 2020 PITC, if available, to frame a discussion at a future Leadership Council meeting to determine baseline metrics. Other data may be used where appropriate.

Conclusion and Next Steps

Leadership Council members and members of the Implementation Team generally voiced that the meeting seemed to achieve its purpose and that they appreciated that the forum allowed for active dialogue on critical issues and items for action. Members made recommendations to place items for action at the front of the agenda and general updates at the end, which suggestion the was well received by the Implementation Team. Implementation Team members also committed to providing additional background information regarding action items to members prior to the meeting to better lay the foundation for informed and engaging discussion.

It was agreed, as recommended in the operational protocols, that the Leadership Council will meet on a quarterly basis and the next meeting will occur between the mid-April and mid-May, dependent on most members' availability.

CC:

San Diego City Council President and City Councilmembers
Board of the Regional Task Force on the Homeless

**City of San Diego Community Action Plan on Homelessness
Leadership Council
Operational Protocols**

I. Background

On October 14, 2019, the City of San Diego (City) adopted a Community Action Plan on Homelessness (Action Plan), (Attachment A). One of the primary recommendations of the Action Plan is to establish a Leadership Council comprised of representatives from specified agencies and interest areas involved in addressing homelessness in the City.

II. Purpose

The purpose of the Leadership Council is to provide input and guidance to the staff charged with executing the Action Plan (collectively, the Implementation Team) to help track progress of the Action Plan, guide the Implementation Team's decisions and prioritization of key items within the plan, and mitigate obstacles that may arise in achieving Action Plan goals. The collaborative approach will ensure that what needs to be done collaboratively can be done efficiently, effectively, and with the appropriate mix of representatives from participating members and broader stakeholders.

III. Vision

The Vision as identified in the Action Plan is:

"By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community."

IV. Guiding Principles

The Guiding Principles as identified in the Action Plan are:

1. **Be Accountable.** We hold ourselves accountable to the goals, strategies, and actions we commit to, and we will make the hard decisions when those decisions are in the best interest of people experiencing homelessness.
2. **Develop creative and new housing options, as quickly as possible.** Our community will develop and create new housing options as quickly as possible. The need for housing options is urgent. We must consider both short and longer-term options for creating new housing opportunities and dedicate resources to doing so.
3. **Value the voices of people with lived experiences.** The perspectives and voices of persons with lived experience should shape proposed solutions. This includes engagement in all levels of planning, implementation, and evaluation in a meaningful and productive manner.
4. **Improve service and options to people experiencing homelessness through evidence-based approaches.** Housing first and evidence-based approaches are the foundation for the City's homeless service system approach and its interventions.
5. **Make Data-driven Decisions and Create Transparency.** The community will use a data driven approach for system-wide decisions, prioritizing housing assistance to vulnerable populations, and ensuring transparency.
6. **Communicate and collaborate more effectively and frequently.** Communication and collaboration between providers, between decision makers, and across systems is key to building trust.

ATTACHMENT A

7. **Build capacity.** Build capacity for the system and providers by investing in system-level planning, training and continuous quality improvement.
8. **Create positive momentum.** Our community needs to build momentum towards our vision, which can be accomplished by identifying goals within reach and working to improve the system overall by reaching those goals.
9. **Remove politics from decision-making about homelessness.** To the extent possible, we should empower subject matter experts to make operational decisions and recommendations to leadership, and empower agencies that control the resources to follow expert guidance without political interference.

V. Strategies

The Strategies as identified in the Action Plan are:

1. Implement a systems-level approach to homeless planning.
2. Create a client-centered homeless assistance system.
3. Decrease inflow into homelessness by increasing prevention and diversion.
4. Improve the performance of the existing system.
5. Increase the production of/access to permanent solutions.

VI. Administrative Considerations

i. Leadership Council Meetings

a. Frequency

In general, the Leadership Council will meet on a quarterly basis. Normally, the meeting will be scheduled for one and a half hours. The Leadership Council can determine to hold meetings more or less frequently as necessary.

b. Facilitation

Leadership Council meetings will be supported by the Project Manager employed by the San Diego Housing Commission to support the Implementation of the Action Plan under the direction of the Implementation Team.

Informal meeting agendas will be created by the Implementation Team for the purposes of guiding discussion at each meeting. Leadership Council members should provide agenda input as they see fit, in advance if possible, and members are free to raise and roundtable issues at the time of the meeting as necessary. Draft agendas will be generally be provided 3 business days prior to the Leadership Council meeting, along with any other supporting documents.

c. Reporting Out

Following each Leadership Council meeting, the Project Manager will summarize the result of discussions on each agenda topic along with any resulting direction or action item, timelines and deliverables; and document those items in a memo to the Leadership Council members.

Following each Leadership Council meeting, the Project Manager, on behalf of the Implementation Team and the Leadership Council, will draft a memo providing a general update on the quarterly Leadership Council meeting and Action Plan activities, progress towards goals, and activities conducted by the Implementation Team. The Implementation Team members will have final approval of the memo and will submit it to the City Council and the Mayor. The Implementation team will be responsible for identifying at least two avenues for posting the memo for public access and review, to ensure that community stakeholders and the general public

ATTACHMENT A

have access to Action Plan updates through the memo in addition to the communications described below.

As directed by the Leadership Council, or at the request of the San Diego City Council, the Implementation Team will present updates at San Diego City Council or City Council Committee meetings or at the Regional Task Force on the Homeless regular board meetings to ensure stakeholders and the public receive ongoing updates and information on progress towards plan goals, general activities conducted to support the plan and achievements, as well as challenges, or hindrances encountered. The Implementation Team also may, on an ad hoc basis, prepare other project- or program-specific reports or memos for distribution.

The Leadership Council meetings shall neither replace the activities and role of the Regional Continuum of Care or the private or governmental agencies with representatives on the Leadership Council, whether on their regional efforts to address homelessness or other activities within their jurisdictions, nor shall they replace the forum that government agencies provide for public input prior to decision-making. Those activities shall occur at the appropriate forum and are not suitable for Leadership Council meetings.

ii. Advisory Groups and Participation

The Leadership Council is one body participating in the effort to advise upon the work being undertaken to further the Action Plan. The Implementation Team will also seek input from groups such as Advisory Groups, convened on specific issues; such as input on specific projects from persons with Lived Expertise, or provision of Services for Transitional-Aged youth. Advisory Groups will be developed by the Implementation Team, considering input from the Leadership Council, and in alignment with Plan recommendations. Participation in Advisory Groups will be informal and voluntary, and members will be invited to participate by request from the Implementation team. Frequency of Advisory Group meetings will be determined on an ad hoc basis by the Implementation Team in order to achieve Action Plan goals for input and expertise across a broad sector of service users and stakeholders. The Implementation Team will be responsible for reporting to the Leadership Council the nature of the feedback received by the Advisory Groups.

Leadership Council

City of San Diego Community Action Plan on Homelessness

February 3, 2020

Welcome and Introductions

Agenda

- 1. Welcome, Introductions and Background**
- 2. Role of Implementation Team**
- 3. Activity Overview**
- 4. Looking Ahead**
 - I. Updates on Implementing Activities, including Advisory Groups and Baseline Metrics
 - II. Items for Action
- 5. Staffing and Resources**
- 6. Representative Updates**
- 7. Any Other Business**
- 8. Next Meeting**

Leadership Structure

- **Leadership**
 - Key community leaders will review progress quarterly, problem-solve, identify funding resources, create accountability.
- **Interagency Implementation Team**
 - Senior level staff empowered to lead and be ambassadors for this work, make day-to-day decisions or raise critical issues to leadership when needed.
- **Reporting Out**
 - Follow up Memo to Leadership Council members.
 - Memo to City Council and Mayors office.
 - Presentations to Committee's, City Council and Boards

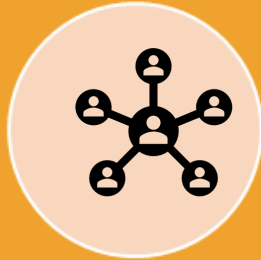
Guiding Principles

- Be accountable
- Develop creative and new housing options, as quickly as possible
- Value the voices of people with lived experiences
- Improve service and options to people experiencing homelessness through evidence-based approaches
- Make data-driven decisions and create transparency
- Communicate and collaborate more effectively and frequently
- Build capacity
- Create positive momentum
- Remove politics from decision-making about homelessness

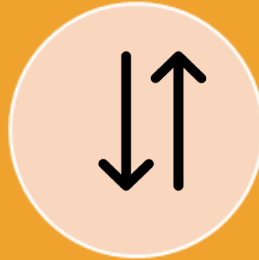
Five Key Strategies



Implement a systems-level approach



Create a client-centered homeless assistance system



Decrease inflow into homelessness by increasing prevention and diversion



Improve the performance of the existing system



Increase the production of/access to permanent solutions



Goals Within Reach

(3 years)

1

Decrease unsheltered homelessness by 50%

2

Finish the job of ending Veteran homelessness

3

Prevent and end youth homelessness

Activity Overview

Attachment A

Three-Year Goal – Reduce Unsheltered Homelessness

- Fourth Bridge Shelter approved and opened.
- Expansion of Bridge Shelter for Single Women and Families with Children,
 - TAY beds meet an identified gap in crisis response system.

Foundational Strategy - Implement a Systems Level Approach to Homelessness Planning

- Interagency steering structure created to guide plan implementation.

Foundational Strategy - Client-Centered Homeless Assistance System/ Key Item for Immediate Consideration

- Request for Proposal drafted for evaluation of Housing Navigation Center.

Activity Overview

Attachment A

System Impact Strategy – Decrease Inflow

- Expansion of Family Reunification Program

System Impact Strategy – Improve Performance of Existing System

- Flexible Funding Pool approved and implemented.
- Rapid Rehousing Learning Collaborative implemented.
- Unsheltered and Encampment Policy adopted at RTFH. (Key Item)

Looking Ahead

Attachment A

Three Year Goal – Reduce Unsheltered Homelessness

- PATH Partnership – Respite Care Beds

Foundational Strategy - Client-Centered Homeless Assistance System

- Pilot Workforce Program with San Diego City College
 - (System Impact Strategy - Improve Performance of Existing System)
- Engaging/ Implementing Advisory Groups
 - Lived Expertise
 - Youth Advisory Board
 - Provider Group
 - San Diego Youth Consortium
 - Veterans Consortium
 - Funders Together to End Homelessness
 - Front Line Staff Group

Looking Ahead

Attachment A

System Impact Strategy – Decrease Inflow

- Affordable Housing Preservation Study

System Impact Strategy – Improve Performance of Existing System

- Demonstration/Pilot Program(s) for VASH
- Housing Focused Shelter Learning Collaborative
- Permanent Supportive Housing - Service Delivery Learning Collaborative
- Outreach Training and Development of Practice Standards. (Key Item)

Looking Ahead

Attachment A

System Impact Strategy – Increase Production of Permanent Solutions

- Housing Bond, Resolution of Necessity and Measure C
- Establish City Housing Goals to complement RHNA Allocation: LUH
- LEAP Enhancements
- Housing San Diego Regulatory Changes and Streamlining

Measuring Progress

- Baseline Metrics and Data Dashboards

Looking Ahead - Items for Action Attachment A

System Impact Strategy – Increase Production of Permanent Solutions

- Analyze development opportunities on public land and explore potential land trust.

System Impact Strategy – Reduce Inflow / Three Year Goal - Reduce Unsheltered Homelessness

- ‘Street to Home’ Pilot Program for 150 High utilizers.

Foundational Strategy – Implement a Systems Level Approach to Homelessness Planning

- Regional HHAP Coordination Meetings.

5. Staffing and Resources

6. Representative Updates

7. Any Other Business

8. Next Meeting

City of San Diego Community Action Plan - Action Items Presented to Leadership Council

ACTIVITY	LEAD	DESCRIPTION	PROJECT ACTION TAKEN	PROJECT ACTION NEEDED	LEADERSHIP COUNCIL NOTES	STATUS	GOAL/STRATEGY 1	GOAL/STRATEGY 2
1 Open 4th Bridge Shelter		Added 128 new beds				Approved and Opened	Homelessness by 50%	
2 Expansion of Bridge Shelter for single women and families with children	Complete	Golden Hall Bridge Shelter expanded to 279 beds and TAY beds incorporated to meet identified gap in crisis response system				Expanded	3 Year Goal: Decrease Unsheltered Homelessness by 50%	
3 PATH Partnership - Respite Care Beds	Tamera Kohler, RTFH	City partnering with PATH to develop a program to create Respite Care Beds at Connections Housing					3 Year Goal: Decrease Unsheltered Homelessness by 50%	
4 Create Interagency Steering Structure	Leadership Council Implemented	Interagency Steering Structure, ie the Leadership Council, created to guide plan implementation				Created	Foundational Strategy: Implement a Systems Level Approach to Homelessness Planning	
5 Regional HHAP Coordination Meetings	applied and received funds; funds allocated in FY 21 budget	Meetings have been ongoing to coordinate and collaborate on state HHAP funding. These meetings have included representatives from the City, County, RTFH, and SDHC. Some CoC's HHAP allocation will be committed to support programs that are demonstrating high outcomes that are currently funded through Youth Homeless Demonstration Program (YHDP) grant funding that will not be funded by HUD in the next round, and to allow continuation of other current HEAP-funded programs that demonstrate success and impact.	Meetings are ongoing	Report back on what HHAP funds are supporting	Leadership Council expressed support for City to utilize HHAP funds to continue existing programs that will terminate if not for new funding (ie bridge shelters, storage, etc.). Also explore opportunities to leverage funds		Foundational Strategy: Implement a Systems Level Approach to Homelessness Planning	
6 Evaluate Housing Navigation Center	in process; RFP released; reviewed responses; determining next steps; Lisa Jones	RFP drafted for evaluation of Housing Navigation Center and Day Center	RFP drafted	* finalize and release RFP * review submissions * evaluate HNC and Day Center			Foundational Strategy: Create a Client-Centered Homeless Assistance System	
7 Pilot Workforce Program w/ San Diego City College	pending final contract execution; approved by SDHC board; program in development; Jonathan Herrera, SDHC	SDHC partnering with San Diego City College to create a course to provide workforce skills specifically geared towards careers in the homeless services industry that can be combined with other existing coursework related to public health, social services, substance use disorder and other related curricula. Will couple in-class curriculum with site based field experience with a focus on both understanding perspective of persons with lived experience while also creating educational/career avenues for persons with lived experience to gain valuable skills to support their own employment					Foundational Strategy: Create a Client-Centered Homeless Assistance System	System Impact Strategy: Improve the Performance of the Existing System
8 Engage/Implement Advisory Groups	Lived expertise and front line staff - still need to create; Tamera Kohler and John Brady (need to be briefed)	The Action Plan recommends seeking input from stakeholders by utilizing Advisory Groups to convene on specific issues. Participation will be informal and voluntary, and frequency will be determined on an ad hoc basis to achieve Action Plan goals and solicit input and expertise across a broad sector of service users and stakeholders. The Implementation Team will be responsible for reporting to the Leadership Council the nature of the feedback received . Groups: Lived Expertise; Youth Advisory Board (Jonathan Herrera); Provider Group (Lisa); San Diego Youth Consortium (JH); Funders Together to End Homelessness (Deanna); Front Line Staff Group		Identify ways to engage opportunities for client satisfaction surveys in current service delivery and housing programs			Foundational Strategy: Create a Client-Centered Homeless Assistance System	
9 Expand Family Reunification Program	sole sourced and completed	RFP includes funding teams to work in the beach areas and Midway					System Impact Strategy: Decrease Inflow into Homelessness by Increasing Prevention and Diversion	
10 Affordable Housing Preservation Study	ongoing - being delayed for presentation b/c council subcommittee meetings have been canceled	Will be presented to the City Council Land use and Housing Committee this spring with actionable recommendations					System Impact Strategy: Decrease Inflow into Homelessness by Increasing Prevention and Diversion	

ACTIVITY	LEAD	DESCRIPTION	PROJECT ACTION TAKEN	PROJECT ACTION NEEDED	LEADERSHIP COUNCIL NOTES	STATUS	GOAL/STRATEGY 1	GOAL/STRATEGY 2
11 Street to Home' Pilot Program for 150 High Utilizers	Lisa Jones - not implemented pilot; may be tied with hotel/motel master leasing and OSTH CES (will prioritize same population as OSTH)	Data shows that there is a sub-population in need of Permanent Supportive Housing that cannot access the current PHS opportunities that come available that are directed towards persons that are chronically homeless but also must have SMI. As service dollars are identified, they can be coupled with vouchers already committed to a high-need chronically homeless population. This pilot program has the opportunity to meet a significant system gap identified in the data while also reducing the unsheltered homeless population.		Determine opportunities to leverage existing funding sources for supportive services for persons who are unsheltered, chronically homeless and highly vulnerable but not suffering from SMI	Members committed to and urged each other to think creatively about how to help underserved populations like this by leveraging existing restricted funding sources with alternative sources to adopt new approaches to longstanding challenges		System Impact Strategy: Decrease Inflow into Homelessness by Increasing Prevention and Diversion	3 Year Goal: Decrease Unsheltered Homelessness by 50%
12 Flexible Funding Pool	RFI released; Deanna on eval committee; SDHC flex funding with City using for Shallow Subsidy for OSTH	RTFH releasing an RFI to bring in a real estate party 3rd professional who will evaluate the rental market		Will develop a factsheet/overview of both main approaches to flex funding and how they meet system needs			System Impact Strategy: Improve the Performance of the Existing System	
13 Implement Rapid Rehousing Learning Collaborative	ongoing - led by Michelle Valdez (consultant for RTFH)						System Impact Strategy: Improve the Performance of the Existing System	
14 Adopt Unsheltered and Encampment Policy at RTFH	adopted	To provide guidance on a shared vision and approach among the SD region for addressing needs of unsheltered persons including those in encampments					System Impact Strategy: Improve the Performance of the Existing System	
15 Demonstration/Pilot Program(s) for VASH Housing Focused Shelter Learning Collaborative	in final negotiations with VA led by Mayor, SDHC and Tamera Kohler going to Board on 6/16	Current challenges and limitations with VASH program utilization. SDHC provided updates on discussion being held at regional and federal level to consider utilizing San Diego as a pilot or demonstration program site for innovative approaches to enhance utilization of VASH vouchers.					System Impact Strategy: Improve the Performance of the Existing System	3 Year Goal: Finish the Job of Ending Veteran Homelessness
16 Permanent Supportive Housing - Service Delivery Learning Collaborative	Ongoing in partnership with CSH and LeSar.						System Impact Strategy: Improve the Performance of the Existing System	
17 Outreach Training and Development of Practice Standards	moving forward; under contract with RTFH; RTFH consultant working on this	Housed under unsheltered/encampment policy; this is to provide program practice guidelines on what that looks like					System Impact Strategy: Improve the Performance of the Existing System	
18 Housing Bond, Resolution of Necessity and Measure C	Housing Bond for Nov 2020 still ongoing	Measure C is on the March 2020 ballot.	Received simple majority, but not 2/3. Looking into legal actions				System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
19 Establish City Housing Goals to Complement RHNA Allocation: Land Use and Housing Committee	Ongoing	Create a policy establishing annual housing production goals by community planning area. The purpose of these goals are to monitor, incentivize, and advance housing production in all communities as outlined in the City's housing policies.	* LUH committee approved item - 2/27/2020	Committee consultant to work with City Attorney's Office and Mayoral staff to establish housing production goals for consideration by Council; create a requirement for ongoing reporting; return to LUH committee with draft for consideration			System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
20 LEAP Enhancements	rolling out						System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
21 Housing San Diego Regulatory Changes and Streamline	Ongoing	Effort the City is making through its planning and regulatory streamlining efforts to make housing easier, cheaper, and faster to build					System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
22 Analyze Development Opportunities on Public Land and Explore Potential Land Trust	Temporarily on hold.	Analyze development opportunities on public land through a comprehensive real estate review of jurisdictions in attendance and appropriate stakeholders, including City of SD, SD County, Metropolitan Transit System, and others, to detail what land is available for potential use, regardless of current zoning restrictions, to more effectively plan for opportunities for permanent supportive and affordable housing and better leverage					System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
23 SDHC Hotel/Motel Acquisition	In Process.	SDHC is exploring acquiring hotel/motels through a lease with option to purchase	4/17/2020 SDHC Board met to discuss 10 potential properties			SDHC Board entering into negotiations	System Impact Strategy: Increase the Production of/Access to Permanent Solutions	
24 OSTH: Mayor Call to Action	Completed	On 4/21/2020 Mayor Faulconer made a call to action to landlords to participate in the LEAP program to help house individuals experiencing homelessness transition out of the Convention Center	4/21/2020 Call to Action during daily mayor's briefing	Keep track of how many new landlords sign up - 27 as of 4/27/2020			System Impact Strategy: Increase the Production of/Access to Permanent Solutions	

MEMORANDUM

To: Members of the Leadership Council for the City of San Diego Community Action Plan on Homelessness

From: Implementation Team

Date: May 5, 2020

Subject: Summary of Activity for the Meeting of April 20, 2020

The second meeting of the Leadership Council for the City of San Diego Community Action Plan on Homelessness (Action Plan) was held on April 20, 2020, via teleconference.

This memorandum summarizes the discussion that occurred, questions raised, and actions taken.

The members of the Leadership Council are identified in the table below.

All members attended.

City of San Diego	Mayor	Mayor Kevin Faulconer
San Diego City Council	Councilmember serving on the Regional Task Force on the Homeless	Councilmember Chris Ward
County of San Diego	County Supervisor serving on the Regional Task Force on the Homeless	Supervisor Nathan Fletcher
San Diego Housing Commission (SDHC)	President and Chief Executive Officer	Richard C. Gentry
Regional Task Force on the Homeless (RTFH)	Chief Executive Officer	Tamera Kohler
Philanthropic Organization	Lucky Duck Foundation	Peter Seidler
Individual with Lived Experience	Voices of Our City Choir	John Brady
Business Representative	SDG&E	Mitch Mitchell

The members of the Interagency Implementation Team are identified in the table below.

All members attended.

City of San Diego	Chief of Homelessness Strategies & Housing Liaison	Keely Halsey
San Diego City Council	Chief of Staff for Councilmember Ward	Molly Chase
Regional Task Force on the Homeless (RTFH)	Chief Executive Officer	Tamera Kohler
San Diego Housing Commission (SDHC)	Senior Vice President Homeless Housing Innovations Division	Lisa Jones

The content of the meeting predominantly focused on the efforts underway at the City and County level related to mitigating the spread of COVID-19 among both sheltered and unsheltered persons experiencing homelessness.

The agenda included the following main topics:

- 2020 Point-in-Time Count
- Operation Shelter to Home
- Looking Ahead, including Strategies for State and Federal Funding Opportunities and the Plan for Future State Homeless Crisis Response System

2020 Point-in-Time Count

The Leadership Council received a presentation on the 2020 Point-in-Time Count, which was conducted at the end of January. The count identified a slight decrease in the number of individuals experiencing homelessness in the San Diego region on a given night. Highlights from this year's count included:

- High level of participation: There was a high level of participation from volunteers and partner agencies in conducting this year's count.
- Effective use of technology: Staff were able to utilize technology like drones and mobile apps to improve the effectiveness of the count. Drones helped identify individuals in otherwise hard-to-reach areas. This resulted in the most complete and accurate Point-in-Time Count to date.
- Improved engagement strategy: Increased engagement from persons with lived experience, particularly from persons living in vehicles, resulted in a more complete Point-in-Time Count.

Communication Strategy

The RTFH is developing a communication and outreach strategy for releasing data from the 2020 Point-in-Time Count. Heightened interest in receiving the data exists as jurisdictions strategize on how to allocate resources in response to COVID-19.

The Leadership Council commended the efforts made in collecting this data and urged everyone to continue with this momentum to help people experiencing homelessness during this time by implementing best practices and innovative solutions.

Operation Shelter to Home1. **Background and Activity Overview**

The Implementation Team members provided a background and overview of Operation Shelter to Home. Operation Shelter to Home is a collaborative, system-wide coordinated plan to prevent the spread of COVID-19 among San Diegans experiencing homelessness. Staff initially took direction from the Centers for Disease Control and Prevention (CDC) guidelines and analyzed the current homeless system to identify the greatest risk factors and available resources to address those risks. After considering a few locations, the San Diego Convention Center was identified as a temporary shelter in part because of the Convention Center's extensive experience in quickly scaling up large-scale projects, and due to ample space to achieve social distancing.

Individuals are moving into the Convention Center in planned phases. Participants at the Convention Center are provided with three meals a day and wraparound services, such as health services and case management.

The Implementation Team highlighted that some of the reasons for the success of the project are the willingness from staff to step up and work outside of their usual classification, the collaboration among the different agencies to implement the project, and the political support.

The Leadership Council lauded the progress that is being made and the innovative solutions that are being utilized at this time. It was noted that the opportunity exists to keep this momentum

going and make lasting impacts on San Diego's homeless system well beyond the COVID-19 pandemic.

At a member's request, the Leadership Council provided direction to develop a communication strategy to share more information with the community on the positive work that is being done at the Convention Center, particularly on the innovative ways that City, County, SDHC and RTFH staff are supporting the efforts, on the basis that the positive information was previously unknown to the member and perhaps unreported via media and other standard channels of communication.

The Leadership Council also voiced support for implementing a system to collect feedback from individuals residing at the Convention Center that is anonymous and encourages honest feedback. Staff will explore different options and programs that are available, short- and long-term.

The Leadership Council raised the question of how the group plans to continue meeting the objectives of the Action Plan given the drastic changes in the environment from the COVID-19 pandemic and the challenges that come with it. It was generally discussed that though the current system and circumstances have changed the overall objectives remain appropriate and as the situation evolves the Implementation Team will bring recommendations to the Leadership Council as needed to ensure alignment of the future system state with the outcomes and objectives of the plan.

The resulting action from this item was to develop a communication strategy to raise awareness of the work going on at the Convention Center and to explore feedback-collection software to implement at the Convention Center.

2. Exit Strategies

The Implementation Team provided a brief overview of the exit strategies that are being implemented. In addition to health screenings and supportive services, there is a focused effort to exit residents to sustainable housing. Staff from the RTFH Coordinated Entry System team and SDHC's Landlord Engagement and Assistance Program (LEAP) and Diversion program teams are working together to identify and match people with housing resources, such as housing vouchers, and place them in units. There is also a coordinated effort between the Housing Commission, the RTFH and the City of San Diego to identify and apply for local and federal funding opportunities to meet the needs of ongoing efforts.

The City is working with RTFH on a Call to Action to landlords to secure units that people who are matched with housing vouchers can access.

3. Hotel Acquisition

The City and SDHC are exploring the option to lease and acquire hotels/motels. More information will be shared once concrete next steps and details are established.

Looking Ahead

The Implementation Team is working to ensure that all current and expected funds are being leveraged. The team committed to improve on efforts to keep the community informed of the work going on at the Convention Center and expressed interest in utilizing the hotel/motels that may be acquired to expand their efforts in transitioning people to housing interventions.

Any Other Business

The Leadership Council raised the concern that with the stay-at-home order, the unsheltered population has more restricted access to basic essentials, such as phone charging, sanitation and hygiene, and food.

There is a safety concern around unsheltered food distribution that needs to be strategically resolved. The drive through food distribution model is working successfully because food can be distributed in a contactless way. This option is not available to distribute food to the unsheltered population, who do not have access to a vehicle. There needs to be a regional strategy around how to distribute food to the unsheltered population in a way that keeps everyone safe and healthy and adheres to the CDC guidelines. One suggestion was shared to prioritize unsheltered individuals at food banks to receive ready meals.

The unsheltered population also have limited areas to rest, as parks and public areas are closed, and access to other essentials such as charging their phones. Some of these issues will be challenging to resolve in accordance with COVID-19 guidelines. For example, allowing for phone charging stations may create difficulty in encouraging social distancing and practicing safe hygiene.

The resulting action from this item was to hold further smaller working group/calls in the week following the Leadership Council meeting, and report updates at the next meeting.

Next Meeting

The next meeting will occur in mid-to-late July, depending on most members' availability.

Leadership Council

City of San Diego Community Action Plan on Homelessness

April 20, 2020

Welcome and Introductions

Agenda

1. Welcome and Introductions
2. 2020 Point in Time Count
 - i. The Numbers
 - ii. Communication Strategy
3. Operation Shelter to Home
 - i. Background
 - ii. Activity Overview
 - iii. Exit Strategies
 - iv. Hotel Acquisition
4. Looking Ahead
 - i. Strategies for State & Federal Funding Opportunities
 - ii. Plan for Future State Homeless Crisis Response System
5. Representative Updates
6. Any Other Business
7. Next Meeting

2020 Point in Time Count

Objective

To collect data on the needs of people experiencing homelessness in our community, and increase awareness of homelessness and spark action.

- The Numbers
- Communication Strategy

Operation Shelter to Home Background & Activity Overview

Objective

System-wide, coordinated response to help sheltered and unsheltered individuals remain healthy during the global COVID-19 pandemic.

Collaboration between:

Regional Task Force on the Homeless
County of San Diego
San Diego Convention Center
Veterans Village of San Diego

City of San Diego
San Diego Housing Commission
Alpha Project
Father Joe's Villages

Goals

Near-Term Goals

- Successfully exit participants in Operation Shelter to Home
- Provide funding support to the Housing Navigation Unit
- Inform Housing Navigation Unit of new resources and interventions developed for implementation
- Create a shelter specific CES model

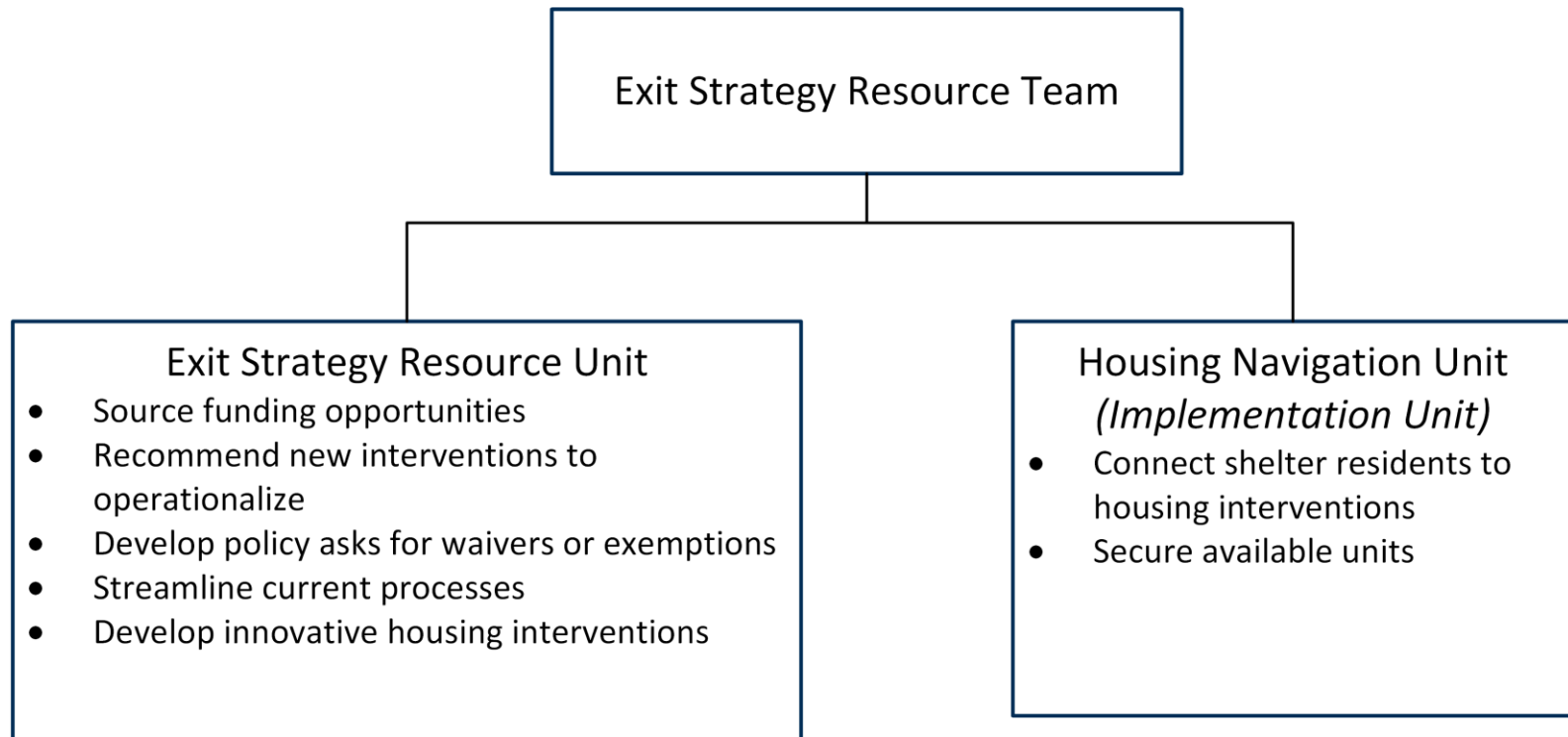
Medium-Term Goals

- Develop a single bed count system (bed management in HMIS) for shelter beds
- Eliminate wait lists for current shelters through a coordinated system of entry to shelter

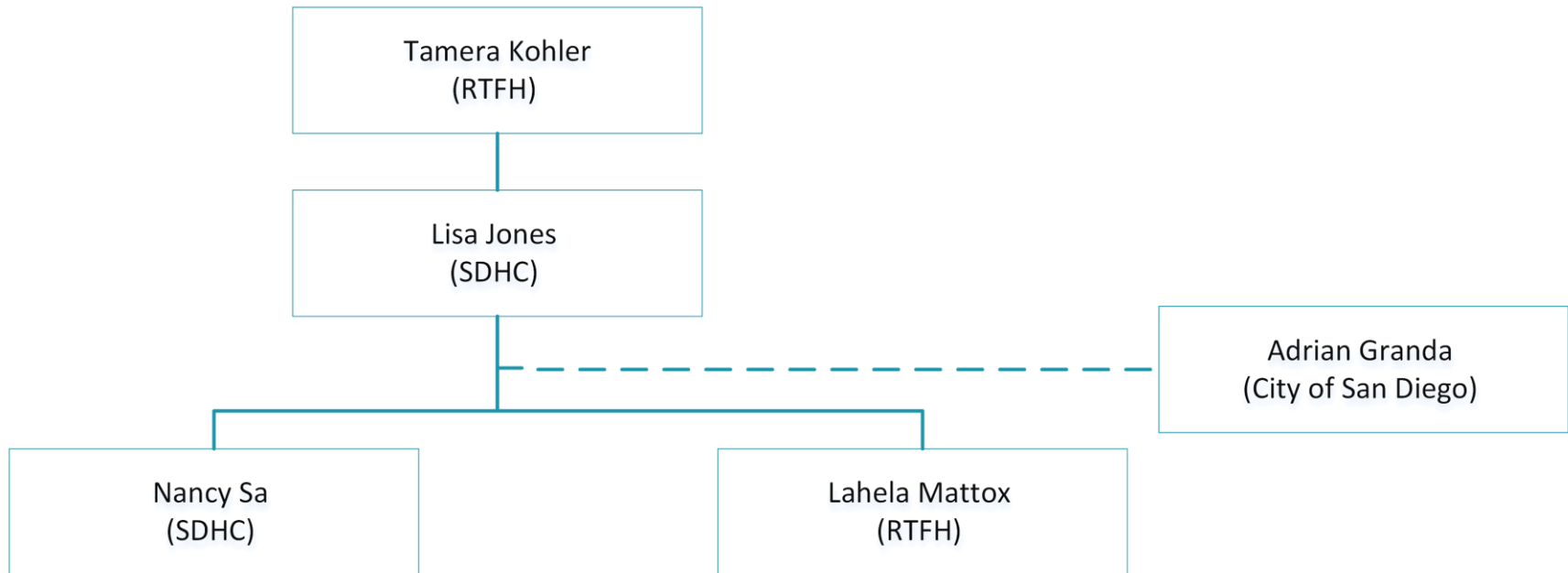
Exit Strategies

Exit Strategy Resource Team

Responsible for securing the housing/subsidy resources and supportive services needed to successfully exit residents into housing.



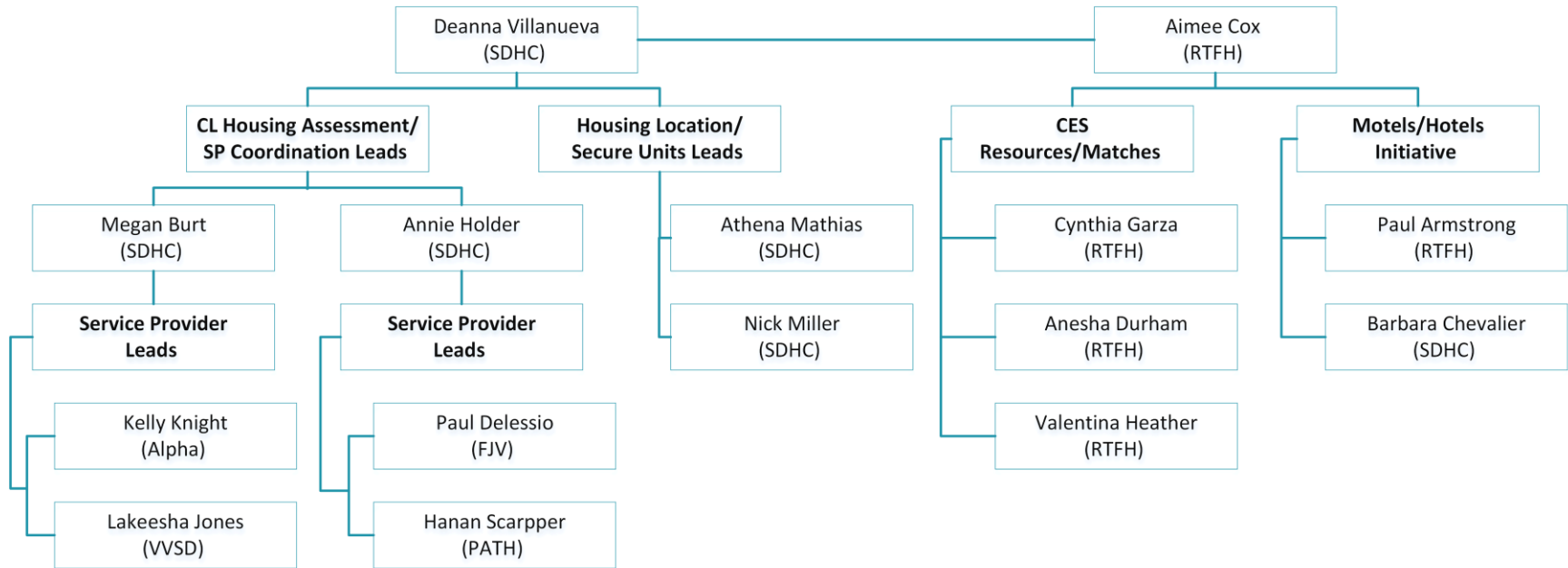
Exit Strategy Resource Unit



Objective

Dedicated to tracking and acquiring anticipated state and federal funding that can support new initiatives and scale up current successful programs.

Housing Navigation Unit

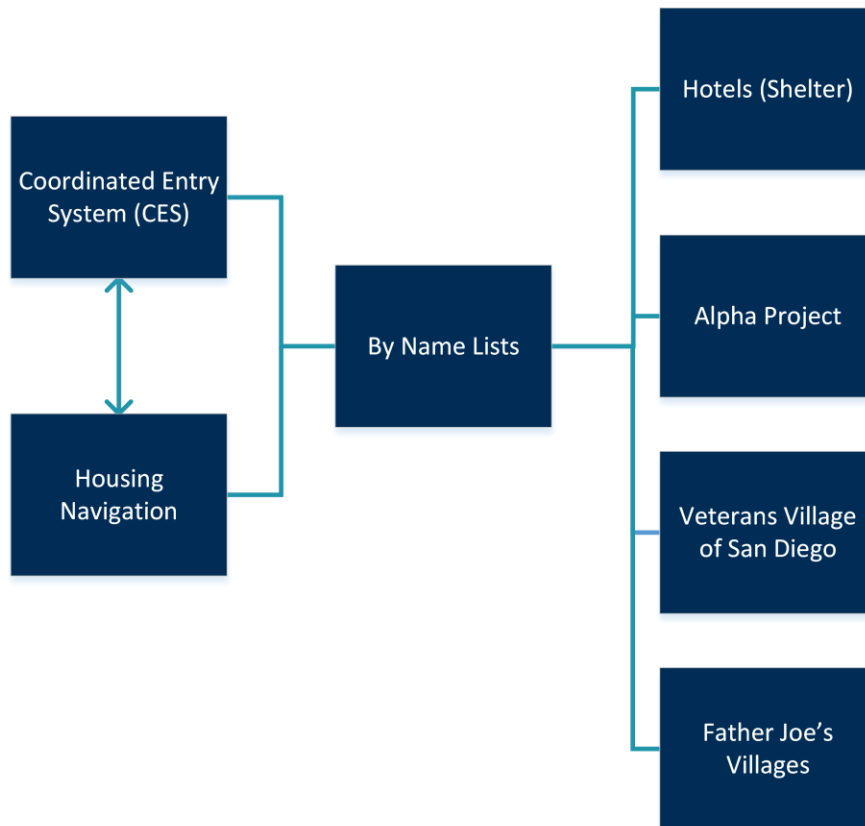


Objective

Responsible for connecting shelter residents to housing interventions and securing available units in the region.

Operational Process and Exit Sources

Housing Navigation Unit Operational Process



Interventions

- VASH
- SSVF
- Shallow Subsidy
- GPD/SUD
- Local FRP
- POFA
- PSH
- Roommate Match
- RRH
- Master Leasing/Hotels
- Flex Pool

Policy

- VASH Flexibility
- Roommate Sharing
- IHSS Initiative

Agenda Continued

3. Hotel Acquisition

4. Looking Ahead

5. Representative Updates

-Memo to RTFH from John Brady

6. Any Other Business

7. Next Meeting Date

Review of Action Items

Background Slides

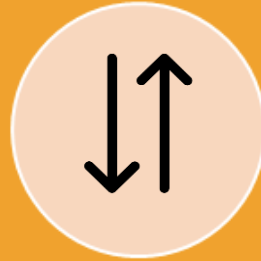
Five Key Strategies



Implement a systems-level approach



Create a client-centered homeless assistance system



Decrease inflow into homelessness by increasing prevention and diversion



Improve the performance of the existing system



Increase the production of/permanent solutions



Goals Within Reach

(3 years)

1

Decrease unsheltered homelessness by 50%

2

Finish the job of ending Veteran homelessness

3

Prevent and end youth homelessness



TO: RTFH Board of Directors
FROM: John Brady
DAT: 4/15/20
RE: Encampments, Vehicle Habitation and Enforcement During Covid-19

First allow me to congratulate everyone on the herculean effort that has gone into opening the convention center. It is impressive how quickly and compassionately everyone acted to implement this solution to our current crisis. Special thanks to Supervisor Fletcher, Mayor Faulconer, Councilmember Chris Ward, Tamara Kohler, Lisa Jones, Keely Halsey, Alpha Project, Father Joes, VVSD, SDPD and their staff members. After taking a tour of the facility I am confident that we are operating a safe shelter environment for everyone from clients to support staff, and it will only get better as the days pass and testing is completed.

Currently I spending a majority of my time in downtown San Diego and am getting daily reports from our unsheltered about the conditions on our street. Because of the COVID-19 closures people are having a hard time accessing food, clothing, toiletries, bathrooms and charging their devices.

At the same time the city is struggling with the never ending balance between enforcement and the need to allow people to shelter in place. This article by Lisa Halverstadt is a clear indication that we are putting City of San Diego law enforcement in an untenable position with our current policies which force the police to execute and endless game of move – clean – move – repeat.

After speaking with board members who are in contact with Assistant Police Chief Paul Connelly we have learned that homeless complaints on the get it done app are up 30% from 950 to over 1,400. I am sure that this is, among other things, due to movements toward more urban areas where resources are still available and increased visibility with the general population sheltering at home. I would also assume that the enforcement vs. encampment conflict exists in municipalities countywide.

As we know we will never be able to shelter everyone at the convention center for a multitude of reasons from psychological and medical to legal issues. At tomorrow's board meeting I would like to take some time to hear solutions we could recommend to municipalities countywide especially given that the latest CDC guidelines are in direct conflict with current practices in relation to vehicle habitation and sheltering in place on the street. The Voice of San Diego article by Lisa Halverstadt is hyperlinked below.

<https://www.voiceofsandiego.org/topics/news/morning-report-police-still-ticketing-the-homeless/>