

## MEMORANDUM

**DATE:** June 30, 2021  
**TO:** Mayor Todd Gloria, City of San Diego  
**FROM:** Matthew Doherty, Consultant  
**SUBJECT:** Summary of Findings and Key Recommendations

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### FOCUS OF CONSULTING SERVICES AND THIS MEMORANDUM

I have been engaged by your office to provide homelessness-focused consulting services, to identify opportunities for you and your administration to strengthen the City of San Diego's roles, leadership activities, and partnerships, and to better address the challenges of homelessness within the community. My services have specifically focused on:

- **Reviewing and assessing the City's pre-existing leadership and staffing, structures, current activities across departments, delineation of roles, status of implementation efforts, and use of data**, for addressing homelessness within San Diego.
- **Engaging with San Diego stakeholders to seek input on the City's activities**, focused on: ensuring a shared understanding of the strategies and activities being implemented; identifying challenges and obstacles within that implementation; and determining coordination structures, roles, uses of data, and accountability mechanisms that will strengthen implementation and outcomes.

Informed by the performance of my assessment efforts, **I have already provided guidance, recommendations, and decision points for your administration regarding Departmental staffing and structures, delineation of roles and coordination structures**, in order to strengthen and align activities across City departments to drive progress on preventing and ending homelessness in the City of San Diego.

I have also been providing **consulting services to support the implementation of recommendations and decisions**, including: to make possible the **expansion of staffing of the Department of Homelessness Strategies and Solutions**; to help represent the City of San Diego in conversations with key partners regarding **budget proposals and alignment of resources and efforts to better address the needs of people experiencing homelessness impacted by substance use**; to advance the **planning of the concentration of outreach, health, and rehousing-focused efforts in downtown San Diego** launched this week; and to assist the Regional Task Force on Homelessness to **plan for a potential rapid planning process** focused on unsheltered homelessness.

It is important to note that **my consulting role has not been to perform a detailed assessment of the San Diego community's systemic response to homelessness**, nor to implement a quantitative analysis of the programs and strategies being implemented with City funding, nor to redo analyses and strategy development activities performed in the development of the City of San Diego Community Action Plan on Homelessness.

Rather, my role has **been focused on assessing and providing guidance and recommendations on how the Homelessness Strategies and Solutions Department (formerly the Homelessness Strategies**

**Division) and the Mayor's Office can strengthen the performance of the City's responsibilities for addressing homelessness** through changes in staffing, structures, and approaches to its work.

With that focus in mind, **this memorandum provides an overview of the findings of my assessment activities related to: internal capacity and expertise; clarity of vision, strategies, roles, and decision-making; internal and external partnerships and collaborations; and strengths and opportunities.** This memorandum also summarizes staffing recommendations I have provided previously, and provides other comprehensive recommendations to address the findings described.

## **OVERVIEW OF ASSESSMENT ACTIVITIES**

My assessment activities have featured many meetings with City staff, discussions with key partners and stakeholders, and review of written materials that have been provided by City staff.

### **Conversations with Partners and Stakeholders**

In addition to frequent meetings and discussions with staff within the Mayor's Office and the City of San Diego Executive Team, I have spoken with representatives of the following organizations.

- San Diego Housing Commission
- Regional Task Force on the Homeless
- San Diego Chamber of Commerce
- County of San Diego Health and Human Services Agency
- Downtown San Diego Partnership
- CSH
- U.S. Interagency Council on Homelessness
- People Assisting the Homeless (PATH)
- San Diego Funders Together to End Homelessness
- Lucky Duck Foundation

Further, I have also spoken with some local advocates, participated in a briefing of the Mayor regarding the Community Action Plan on Homelessness, have participated in meetings of the Leadership Council for that Action Plan, have participated in many other planning calls, and have helped represent the City in conversations with County and other partners, among other activities.

### **Review of Written Materials**

In addition, I reviewed a variety of written materials, including the Community Action Plan, information on-line, several PowerPoint presentations and Council reports, a 2020 Performance Audit of the City's Efforts to Address Homelessness, some applications and reporting submitted to the State of California for State funding, draft changes to current abatement policies, and other documents related to the activities of the Homelessness Strategies and Solutions Department.

It is worth noting, however, that one of my findings from my assessment activities is that there is currently a lack of clear documentation of policies, funding, activities, and practices, which has limited the range, depth, and accuracy of materials that have been available for review.

As with the other findings contained within this memorandum, this lack of documentation and clarity pre-dates your administration, but hampers the current capacity of your team to make strategic improvements and drive progress.

## SUMMARY OF KEY FINDINGS

Through these analysis activities, and especially through the conversations with partners and stakeholders, several key themes and issues consistently emerged, resulting in the findings described in this memorandum. It is important to note that these findings primarily relate to issues and challenges that pre-date your administration.

These findings also represent issues that your administration has the opportunity to address and resolve on behalf of the community, if able to restructure and recruit additional leadership and expertise into the Homelessness Strategies and Solutions Department, as recommended in my previous memoranda focused on those topics, and if able to implement other recommendations contained within this memorandum.

The following four (4) key findings are described in more detail through further findings in the next section of this memorandum:

1. ***Internal Capacity and Expertise:*** The Mayor's Office and the Homelessness Strategies and Solutions Department currently **lack adequate capacity, documentation of activities, and expertise to achieve your vision of driving progress on homelessness through best practices, proactive leadership by the City, and purposeful and strategic partnerships** with the San Diego Housing Commission, the Regional Task Force on the Homeless, the County of San Diego, and other important partners. There is a need to create and recruit for additional, senior-level positions to both expand capacity in key strategic areas, to increase the City's in-house expertise on homelessness policies, strategies, and solutions, and to address findings described within this memorandum.
2. ***Clarity of Vision, Strategies, Roles, and Decision-Making:*** The Mayor's Office and the Homelessness Strategies and Solutions Department currently **lack a clearly communicated narrative or vision that expresses your and the City's strategic approaches and priorities**, that differentiates those approaches from prior administrations, that delineates roles and responsibilities alongside key partners, and that drives action across the full range of necessary responses to homelessness.
3. ***Internal and External Partnerships and Collaboration:*** The Mayor's Office and the Homelessness Strategies and Solutions Department **need to strengthen internal partnerships, across City departments and teams, and external partnerships with key organizations, housing and services providers, and with people with lived expertise from current and past experiences of homelessness**, to strengthen the implementation of City activities and programs, and to improve alignment with best practices and with your prioritization of addressing homelessness.
4. ***Strengths and Opportunities:*** There is an **openness and eagerness for your leadership and expertise on homelessness as Mayor, and for more proactive, strategic, and expert engagement of the City among partners and stakeholders**. There are also several important and current opportunities for such leadership and engagement to drive progress right now, including resources being made available through the American Rescue Plan, resources that will be included within the State budget, and multiple options for providing direct, personal leadership and support to key efforts and initiatives in San Diego.

## DETAILED FINDINGS AND RECOMMENDATIONS

### 1. Internal Capacity and Expertise

#### *Key Finding:*

- The Mayor's Office and the Homelessness Strategies and Solutions Department currently **lack adequate capacity, documentation of activities, and expertise to achieve your vision of driving progress on homelessness through best practices, proactive leadership by the City, and purposeful and strategic partnerships** with the San Diego Housing Commission, the Regional Task Force on the Homeless, the County of San Diego, and other important partners. There is a need to create and recruit for additional, senior-level positions to both expand capacity in key strategic areas, to increase the City's in-house expertise on homelessness policies, strategies, and solutions, and to address findings described within this memorandum.

#### *Related Findings:*

- The **span of responsibilities for the Chief of Homelessness Strategies and Housing Liaison position is currently too broad** and infeasible for any one person to perform adequately and responsively.
- The team within the Department currently **lacks capacity and ability to respond quickly to opportunities, assess and analyze options, and reach recommendations quickly and efficiently and with expertise**, and there is **an inadequate use of data by the Department to shape discussions or drive any decision-making**.
- There is a **corresponding lack of capacity to address a full range of homelessness strategies in an organized, thoughtful, and purposeful way**, and a lack of adequate expertise to shape and drive those strategies and to provide the Mayor with well-informed options and recommendations.
- There is a **need for more and clearer documentation of City's activities, strategies, administration of grants and contracts, and its policies and procedures**, spanning across all activities and efforts, including efforts focused on public health and safety concerns related to unsheltered homelessness.
- The Department **needs to more clearly communicate which programs and services are being funded directly by City**, rather than through SDHC contracting, and to be able to assess and communicate the performance and outcomes of contracts administered by either the City or by SDHC.

#### *Recommendations for Addressing Findings:*

- Please see my previous Memoranda dated April 8, 2021 and April 27, 2021 for more details. Within those memoranda, I recommended **the following changes in leadership and staffing for the Homelessness Strategies and Solutions Department** in order to create more senior-level positions with decision-making authority, to expand the City's current capacity and expertise, and to truly prioritize efforts to address homelessness, to address head-on the findings described throughout this memorandum.
  - **Conversion of the existing Chief of Homelessness Strategies & Housing Liaison position into a Director for Homelessness Strategies and Solutions position** to lead the City's homelessness strategies, activities, and partnerships, and to lead an expanded

Homelessness Strategies and Solutions Department. (I have been supporting your team in the recruitment of candidates for this position.)

- **Creation of a new Deputy Director position** with lead responsibility for interdepartmental coordination, implementation of strategic partnerships, and direct supervision of new Senior Manager position and management of existing team of staff.
  - **Creation of a new Senior Manager position with lead responsibility for managing and monitoring City activities addressing unsheltered homelessness** and implementing public space management strategies.
  - **Creation of a new Senior Manager position with lead responsibility for leading and managing the Department's existing teams** responsible for the administration of funding and contracts and for implementation of homelessness-focused services and programs.
  - Sustain other existing and filled staff positions within the Department, and **fill two (2) currently vacant Program Coordinator positions** through the recruitment and screening processes that had been temporarily put on hold.
- The creation of the new positions recommended above was included within your budget proposal and approved by City Council. An illustration of the recommended organizational chart for the Department is included as Attachment on page 13.

## 2. Clarity of Vision, Strategies, Roles, and Decision-Making

### *Key Finding:*

- The Mayor's Office and the Homelessness Strategies and Solutions Department currently **lack a clearly communicated narrative or vision that expresses your and the City's strategic approaches and priorities**, that differentiates those approaches from prior administrations, that delineates roles and responsibilities alongside key partners, and that drives action across the full range of necessary responses to homelessness.

### *Related Findings:*

- There is a **lack of both internal and external recognition and understanding of the Community Action Plan on Homelessness**, its implementation progress and challenges, and especially the roles of the City in implementing the Action Plan.
- There is a **need for more active engagement by the City in leading the implementation of the Community Action Plan**, in a collaborative partnership with SDHC, RTFH, and the County. Currently, those processes and progress in implementing the plan are largely being driven by SDHC and RTFH, with the City having been more of a passive partner not bringing adequate strategic intent to the implementation of the Plan. Further, stakeholders cannot clearly differentiate how roles are divided between the San Diego Housing Commission and the City, nor is there a clearly articulated explanation of those roles.
- Current **City decision-making regarding funding resources, strategies, and activities is not purposefully aligned with an understanding of priorities within the Community Action Plan, or within any other clearly communicated framework for prioritization of efforts**, and is therefore not representative of a clear and comprehensible plan or approach to driving actual progress on homelessness.

- There is a **need for a more proactive and purposeful communications strategy that better communicates the vision and approaches your Mayoral administration is seeking to prioritize, but there first must be a clearly identified set of priorities and approaches**, across a full range of activities, for a proactive communications strategy to be able to foster awareness, engagement, and support.
- The range of strategies prioritized for consideration and action by the Homelessness Strategies and Solutions Department currently places a **disproportionate focus on crisis strategies (e.g., outreach, emergency shelter) and law enforcement activities, and an inadequate focus is placed on housing solutions (e.g., expanding rapid rehousing investments, fostering a pipeline of permanent supportive housing options.)**
- Further, there remains a **strong perception that law enforcement activities remain the default response of the City to unsheltered homelessness, and the intent of various activities that affect people who are unsheltered (e.g., public health-focused sanitation activities vs. anti-encroachment enforcement activities) that involve SDPD are not clearly differentiated, explained, or understood.** This lack of clarity of intent helps to create a perception that all such activities represent enforcement or criminalization approaches. Recent changes in roles within SDPD create potential risk that more nuanced and thoughtful responses that SDPD may have been seeking to implement will revert back to more punitive and coercive measures, if there is not a more clearly articulated alignment of intentions and policies and practices.

#### *Recommendations for Addressing Findings:*

- The Department should **use the following Foundational Strategies from the Community Action Plan to Prevent and End Homelessness as a road map for the City’s efforts.** Your team should **regularly report on how City activities are driving progress in the implementation of these five Foundational Strategies** (excerpted from Community Action Plan), and to identify roles for you to play in strengthening progress:
  1. ***Implement a systems-level approach to homelessness planning.*** Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.
  2. ***Create a client-centered homeless assistance system.*** Create a homeless assistance system that centers around clients and values client feedback in system design and resource allocation.
  3. ***Decrease inflow through increase of prevention and diversion.*** Work with other regional systems to prevent homelessness when possible and divert people from the system altogether.
  4. ***Improve the performance of the existing system.*** Review current practices, performance and metrics to move from project-level thinking to system-level thinking.
  5. ***Increase the production of and access to permanent solutions.*** Identify low-income and affordable housing options to increase opportunities to provide greater access to permanent housing.
- In addition, the Department should be **regularly reporting to you on progress and strategies for achieving the Action Plan’s “Goals within Reach”** that were ambitiously identified to be reached by Fall 2022:
  1. **Decrease unsheltered homelessness by 50 percent**

2. Finish the job of **ending veteran homelessness**
  3. **Prevent and end youth homelessness** as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness
- The Department should be **regularly reporting to you regarding progress toward, and strategies for achieving, the Community Action Plan’s targets for scaling different housing and services interventions**, including:
    - 765 additional diversion interventions
    - 350 - 500 additional crisis beds
    - 800 additional Rapid Rehousing opportunities with 1-year of subsidies and services and 345 additional Rapid Rehousing Opportunities with 3-years of subsidies and services
    - 3,500 additional PSH units / subsidies
  - Further, the Department should be **providing regular updates to you on key data regarding homelessness in San Diego**, including:
    - **Number of first-time entries into homelessness** documented within HMIS.
    - **Number of entries into shelter and interim housing programs**, with breakdown by people who have had prior stays in shelter or interim housing and people who are entering shelter or interim housing for the first time.
    - **Number of exits from shelter and interim housing programs and the nature of those exits** (e.g., exits to permanent housing option, exits to unsheltered homelessness, unknown exits.)
    - **Total number of exits from homelessness to permanent housing**, including types of permanent housing destinations (e.g., rapid rehousing, permanent supportive housing, friends or family) and living situations prior to exit (e.g., sheltered, unsheltered.)
    - **Number of returns to homelessness following exits to permanent housing** and data regarding length of time between exit and re-entry into homelessness.
    - As your team’s capacity to provide this data increases, it should be **further differentiated by household types** (e.g., families with children, youth, single adults, adults with disabilities, Veterans, etc.)
    - Further, this data should **feature a racial equity analysis, analyzing and differences and disparities or inequities found within the data.**
    - **Data from monthly counts focused on unsheltered homelessness performed by the Downtown San Diego Partnership**, including changes from month-to-month, but also multi-year comparisons and analyses.
  - Based upon the reporting and data described in previous bullets, **the Department should be charged with working with partners to develop a clear list of priorities for current efforts and actions in alignment with Community Action Plan goals and in support of reducing racial inequities**, and those prioritized actions should be a focus of all internal discussions and decisions.
    - This charge should include an expectation of a much stronger focus on permanent housing interventions and housing outcomes within all planning and decision-making,



as staff are currently primarily focused on bringing you recommendations focused on crisis response and enforcement activities.

- When the new Senior Manager position with lead responsibility for managing and monitoring City activities addressing unsheltered homelessness and implementing public space management strategies is filled, the **Department should be charged with collaboratively leading a complete reexamination, reimagining, and continuous monitoring and improvement of the implementation of the City’s “street strategy” or “public space management strategies,”** in order to: ensure implementation is aligned with stated intentions; better manage public perceptions and messaging; strengthen coordination between SDPD-led activities, sanitation and public health activities, and other outreach and engagement efforts; and achieve stronger outcomes.
- Finally, when the new Director of Homelessness Strategies and Solutions is in place, the **Department should be charged with working with SDHC, RTFH, and the County to update, refine, and strengthen the Community Action Plan to reflect your and your Administration’s priorities, including adjusting strategies to reflect the need to recover from the impact of COVID-19 pandemic and to include a stronger focus on racial equity.** This process of updating the Plan should be deeply informed by stakeholder input processes and by the engagement of people with lived experiences of homelessness. If feasible, the target for issuance of the updated Plan should be November 2021, around the 2-year anniversary of its original issuance and adoption.

### 3. Internal and External Partnerships and Collaboration

#### *Key Finding:*

- The Mayor’s Office and the Homelessness Strategies and Solutions Department **need to strengthen internal partnerships, across City departments and teams, and external partnerships with key organizations, housing and services providers, and with people with lived expertise from current and past experiences of homelessness,** to strengthen the implementation of City activities and programs, and to improve alignment with best practices and with your prioritization of addressing homelessness.

#### *Related Findings:*

- There is a **need for stronger and better-defined partnerships with other key organizations and entities, including SDHC, RTFH, and County, but enhanced capacity and subject matter expertise within City team is needed** for proactively engaging with partners, for meaningfully assessing and analyzing opportunities, and for driving partnerships, policies, and progress.
- There is a **need for more communication and coordination across City departments, a lack of awareness by COO, DCOO, and City departments of the City’s strategies and the Mayor’s priorities, and a lack of awareness across departments of City’s specific roles in implementing the Community Action Plan** or implications for their departments’ priorities and activities.
- There is a **need for a routine and regular forum for broader strategic discussions, planning, and partnership development with the County.** While there is an Implementation Team for the Community Action Plan, the efforts of that Team are largely being driven by SDHC and RTFH, with the City having been more of a passive partner not bringing adequate strategic intent to



the implementation of the Plan, and the County only recently represented by a staff person from the office of the Chair of the Board of Supervisors.

- There is a **lack of adequate, regular opportunities for the City’s strategies and decision-making to be informed by partners, non-profit and faith-based housing and services organizations, or by people experiencing homelessness**. The City’s efforts would be strengthened by more direct engagement with partners and stakeholders by you and your team for strategy discussions and to support decision-making.
- Further, **the City’s past decision-making has not been experienced as collaborative or purposeful by partners**. There is a lack of active engagement of partners in considering options and reaching decisions, with continued perception that decisions are reached by the City and are then communicated to partners, with those partners then expected to align with those decisions, rather than helping to inform decisions as they are reached.
- The creation of the **Office of Homeless Solutions and Equitable Communities within the County, alongside an enhanced Homelessness Strategies and Solutions Department within the City, creates an unprecedented opportunity to restructure the approaches to partnership** and coordination between the City and the County.

*Recommendations for Addressing Findings:*

- The Mayor’s Office and Homelessness Strategies and Solutions Department **should convene regular, structured meetings for strategy and progress discussions with you and your team**, and to include key external partners on a regular basis. (See previous section for recommendations for areas of focus and data discussions that should help structure those meetings.)
- Once the Director for Homelessness Strategies and Solutions position is filled, you should officially **convene an internal Interdepartmental Working Group on Homelessness, to ensure active involvement and alignment with your prioritization of addressing homelessness across the Executive Team and all relevant City departments**. The Working Group should be Co-Chaired by the Director of Homelessness Strategies and Solutions and by a member of the Executive Team, to be identified by yourself and the Chief Operations Officer, and should include representatives from, but not limited to:
  - Department of Finance
  - Economic Development Department
  - Development Services Department
  - Planning Department
  - Contract Compliance
  - Environmental Services Department
  - Police Department
  - Real Estate Assets Department
  - Engineering and Capital Projects Department
  - Fleet Management Division
  - Department of Parks and Recreation
  - Public Library
- The Department should work with SDHC, RTFH, and the County to **assess the current functioning of the Implementation Team for the Community Action Plan to determine any necessary modifications and supplemental team structures** to be created to strengthen the implementation of the Community Action Plan.
- The Department should also **create a formal plan for regular, on-going communication and coordination with the County’s new Office of Homeless Solutions and Equitable Communities** to support broader, collaborative planning and decision-making between the City and the County across a full range of strategies and resources.

- The City should also **work with County on developing and executing a current Memorandum of Understanding to reflect the new City Department and County Office** and to reflect current shared expectations and commitments.
- The Department should also **work with its key partners to:**
  - **Host regular, ongoing dialogues with people with lived expertise from current and past experiences of homelessness**, to ensure that City considerations and decisions are deeply informed by people who are most directly impacted both by the crisis of homelessness and by the strategies being implemented by the City and its partners to address that crisis.
  - **Host regular, ongoing dialogues with representatives of housing and services providers and other partners**, both to inform City considerations and decisions, but to create greater awareness and understanding of priorities being pursued and strategies being implemented.

#### 4. Strengths and Opportunities

##### *Key Finding:*

- There is an **openness and eagerness for your leadership and expertise on homelessness as Mayor, and for more proactive, strategic, and expert engagement of the City among partners and stakeholders**. There are also several important and current opportunities for such leadership and engagement to drive progress right now, including resources being made available through the American Rescue Plan, resources that will be included within the State budget, and multiple options for providing direct, personal leadership and support to key efforts and initiatives in San Diego.

##### *Related Findings:*

- **Your own expertise and your fluency addressing issues of homelessness, housing needs, best practices, and Housing First, and your strong communications team, creates the opportunity for a stronger leadership voice and vision** – communicated to the community, directly from the Mayor’s Office, and supported by the enhanced Department – than has ever been possible in San Diego before.
- The **Community Action Plan, developed and adopted in 2019, remains a thorough and strong Plan that can provide focus and intentionality to the efforts of the City and its partners**, and there is an excellent opportunity to work with stakeholders and partners to update the Plan in time for its 2-year anniversary to represent an expression of your Mayoral administration and to respond to the new needs and challenges created by the COVID-19 pandemic and economic consequences.
- The **stronger focus on collaborative planning and approaches between the City and the County, led by your and Chair Fletcher’s collaborative efforts, create great potential for increased alignment of strategies and resources**. Further, as noted previously, the creation of the Office of Homelessness Solutions and Equitable Communities, alongside a strengthened Homelessness Strategies and Solutions Department, creates an unprecedented opportunity for the County and City to engage in collaborative planning and shared responsibilities differently and more productively.

- The **RTFH and SDHC are willing and engaged partners to the City, but have been largely carrying the responsibility for implementation of the Community Action Plan** without adequate, meaningful engagement and leadership from the City.
- **American Rescue Plan resources, and the resources that end up within the final State budget, will create options for advancing progress on all strategies and targets within the Community Action Plan**, an extremely rare opportunity to scale multiple elements of homelessness response and housing strategies at the same time.
- There are likely **more opportunities to align philanthropic and business community resources alongside public resources**, if the City and partners are able to articulate a collaboratively-developed set of priorities, strategies, and activities to further advance the implementation of the Community Action Plan.

*Recommendations for Addressing Findings:*

- The City should work with partners to implement an **intentional, collaborative, time-limited concentration of outreach, street-based medicine (including COVID-19 vaccination efforts), and rehousing efforts to provide necessary supports and opportunities to people who are currently unsheltered in downtown San Diego and to address a key challenge of recovering from the COVID-19 pandemic**. These efforts should all balance a focus on public health, public safety, and housing solutions, should all be aligned with your focus on treating people experiencing unsheltered homelessness with the dignity and respect that they deserve, and these activities can be coordinated in conjunction with the re-opening of capacity within existing shelter programs.
- This concentration of activity should also be **balanced with a rapid planning process, led by the Regional Task Force on the Homeless in partnership with other key partners, and informed by a broad and balanced range of voices, to identify longer-term approaches for strengthening efforts to address unsheltered homelessness in San Diego, with an emphasis on downtown**. The goal of this process should be to develop concrete, actionable ideas and strategies, aligned with best practices and informed by a broad range of stakeholders, for strengthening current efforts and initiating new efforts, as the San Diego community builds back from the COVID-19 pandemic. This rapid planning process would also serve as a first phase of the recommended work to develop an updated, revised, and strengthened Community Action Plan on Homelessness, to be completed later in 2021. This rapid planning process should **focus on the following objectives, among others**:
  - **Strengthening efforts to address public health and safety needs experienced by people who are unsheltered and created by unsheltered homelessness**, including on the sidewalks/streets and on public and private land, including State-owned land. An important related objective is to improve clarity regarding policies and practices, intentions, roles, and coordination of efforts in response to these health and safety needs.
  - **Increasing access to sheltering options**, through: assessing current sheltering capacity and practices; strengthening current shelter options; maximizing utilization of current options; potentially creating alternate sheltering options; and increasing exits from shelter options to permanent housing.
  - **Better addressing intersection of unsheltered homelessness, substance use, and other behavioral health care needs** through access to services, treatment, sheltering, and housing options.

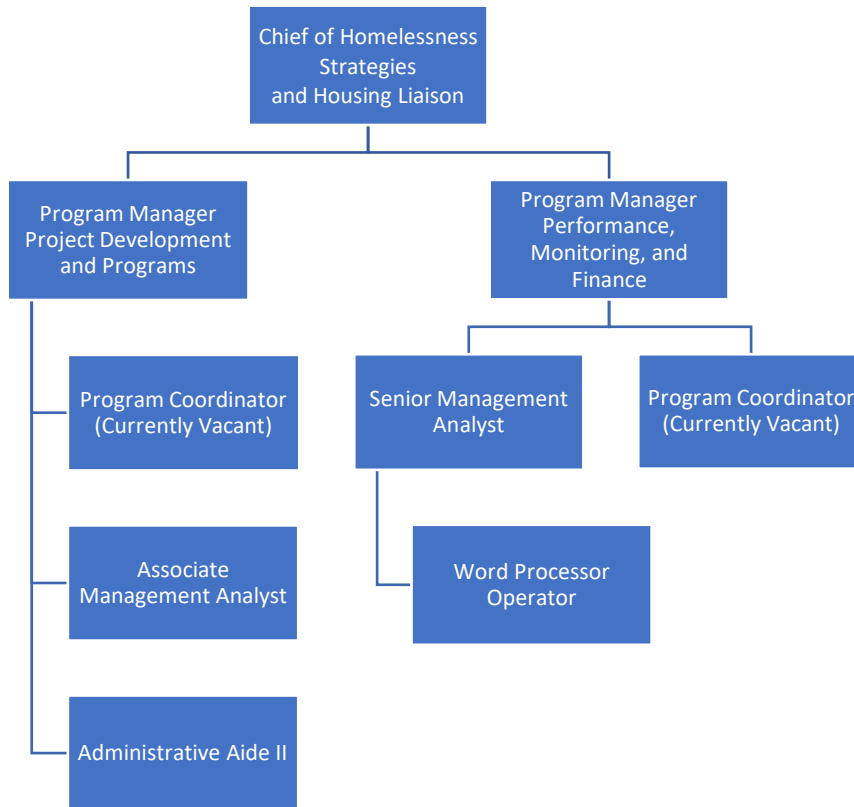
- **Strengthening the impact of recently-expanded outreach capacity and the newly-operational Homelessness Resource Center**, including strengthening coordination between outreach teams, environmental services teams, and law enforcement teams.
  - **Strengthening housing placement outcomes**, including through implementing an expanded “streets-to-homes” strategies to support more people to exit to permanent housing options directly from unsheltered homelessness
- In addition to providing leadership and accountability for the implementation of the other recommendations within this memorandum, your team should **identify a small number of key efforts and initiatives that you will be most personally involved in leading and/or supporting**. I am currently exploring potential options and by mid-July 2021, I will provide your team with recommendations for specific efforts and initiatives that your team should prioritize for consideration for your direct, personal involvement.

### **CONCLUSION AND NEXT STEPS**

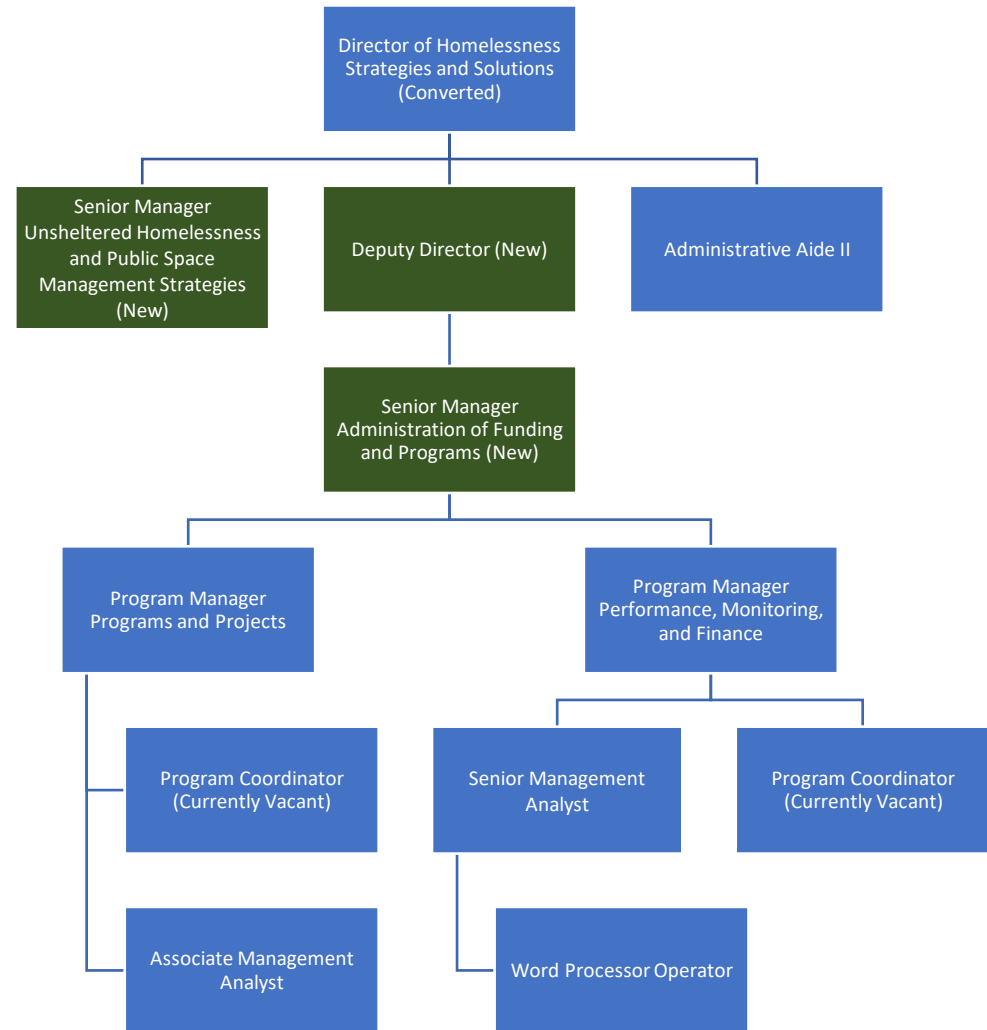
I have appreciated the opportunity to engage in these assessment activities and to provide these recommendations, the openness of you and your team to difficult questions and discussions, and the chance to work in partnership with your team in support of several implementation activities.

I look forward to opportunities to discuss these findings, and my recommendations for addressing them, in the near future, and will follow up with your team shortly regarding the last recommendation above.

**Attachment:  
Current and Recommended Organizational Charts for Homelessness Strategies and Solutions Department**



*Current Organizational Chart for Department*



*Recommended Organizational Chart for Department*