



SELECT COMMITTEE ON HOMELESSNESS

CITY OF SAN DIEGO CITY COUNCIL

Councilmember Christopher Ward, Chair
Councilmember Georgette Gómez, Vice Chair
Councilmember Mark Kersey
Councilmember Scott Sherman

2018 WORK PLAN

The Select Committee on Homelessness will investigate and develop new programs and strategies, improve collaboration between City departments and partner agencies, and strengthen and clarify the City's plan of action to address our homelessness crisis. In doing so, the Committee will also examine the effectiveness of existing programs, identify funding mechanisms to support programs, and ensure the implementation of best practices and proven strategies. It is imperative that the City Council explore both short-term and temporary approaches as well as focus on longer-term more permanent solutions all with a data-driven focus. The Committee will ensure that the work plan and efforts of the Committee are aligned with the developing regional strategy to address homelessness. The Committee is also dedicated to collaborating with various partners including the San Diego Housing Commission (SDHC), the Mayor's Office, the County of San Diego, the Regional Task Force on the Homeless (RTFH), non-profit services providers, advocates, and those currently or who have previously experienced homelessness.

At the beginning of each committee meeting, there will be allotted time for an update with the regional system planning process and the opportunity for partner entities, including SDHC, County of San Diego, RTFH, and the Mayor's Office to provide updates on what progress each has made towards the development of the regional system to end homelessness as necessary.

The work plan is divided into four major categories:

1. Land Use
2. Housing and Public Facilities
3. Programs and Protocols
4. Legislative Policies, Declarations, and Revenue

The following work plan provides specific strategies for each category along with action steps, targeted completion dates and responsible parties.

Land Use	
1. Comprehensive Review of Lands for Development of Affordable Housing and Permanent Supportive Housing	
<i>Action Step</i>	<i>Status</i>
a. Develop initial list of City owned land that could be used for housing.	In process. On January 8, 2018, Chair Ward submitted a memorandum to Mayor Faulconer, Civic San Diego, and the San Diego Housing Commission requesting a formal review of underutilized city-owned properties to establish a portfolio of housing opportunity sites as well as a reevaluation of the City's real estate disposition policies.
b. Engage other governmental entities that may own land in the City that could be used for housing.	
c. Expand adaptive reuse to house those experiencing homelessness/citywide zoning for permanent supportive housing.	
d. Explore red light and nuisance property abatement, acquisitions, and conversions.	
2. Explore a City-Sponsored Community Land Trust to Provide Affordable and Permanent Supportive Housing	
<i>Action Step</i>	<i>Status</i>
a. Identify pros/cons and feasibility of establishing a city-sponsored community land trust. Determine whether or not to pursue a community land trust.	

Housing and Public Facilities	
1. Ensure City Programs Operate with Low-Barrier to Entry Protocols and Programing	
<i>Action Step</i>	<i>Status</i>
a. Educate committee and public on low barrier approach and importance.	
b. Review current low-barrier and entry programs underway to address the issue within the City and identify areas that remain a challenge.	City-funded programs are required to use low-barrier entry protocols as outlined in Regional Homeless Written Standards. The new Transitional Bridge Shelters will be evaluated based on these standards in the coming months. City will be working with RTFH to analyze eligibility criteria for programs and incentivize reduction of barriers through HUD NOFA evaluation process.
c. Support implementation of SDHC toolkit and Continuum of Care (CoC) Written Standards. (Note: Toolkit and Written Standards offer a framework for service providers in the homelessness system. They represent the norms of service delivery for the community and serve as a guide to the network of resources specifically targeted to address homelessness in the region.)	City-funded programs are required to adhere to Regional Homeless Written Standards (e.g. as related to prioritization of clients referred through coordinated entry system).
2. Explore Temporary or Short-Term Approaches to Address Unsheltered Homelessness	
<i>Action Step</i>	<i>Status</i>
a. Expand cost-effective emergency shelter opportunities that facilitate rapid placement into housing by exploring underutilized facilities/buildings/sites/emergency bridge cabins.	The City has implemented three new Bridge Housing programs using industrial tent structures. In total the three new Bridge Housing programs are providing approximately 700 beds each night.
b. Increase access to basic public health services such as restrooms, showers, trash disposal, storage facilities, and laundry facilities.	The City, in response to the Hepatitis A outbreak, increased the number of restrooms and hand washing stations in impacted areas. In addition, the City has committed to opening a new Storage Center on 20th St. and Commercial St. that will provide additional basic health services such as restrooms and showers. The City via the San Diego Housing Commisson will be seeking a qualified applicant to operate the new Storage Center.

c. Explore the creation of additional Safe Parking zones.	The City moved forward with funding an expansion of the current Dreams for Change Safe Parking Program in Kearny Mesa. The expanded program at the existing site will now offer 120 parking spaces to homeless individuals with plans of expanding to a city-owned parking lot near the intersection of Aero Drive and Murphy Canyon Road, with 60 parking spaces.
d. Explore the creation of a Homeless Care Zone(s) that would provide a safe place for sleeping and engagement while focused on rapid housing placement.	In October 2017, the City opened and operated a Transitional Camp Area at a vacant lot on a City owned site at 20th St and B St. The 136-space camp zone provided a safe and sanitary space for more than 200 homeless individuals while the City continued sanitation efforts in downtown and other neighborhoods to eradicate the hepatitis A virus. The program ended in December 2017 upon the opening of the Transitional Bridge Shelters.
3. Increase the Supply and Diversity of Long-Term Approaches for Addressing Homelessness	
<i>Action Step</i>	<i>Status</i>
a. Understand current SDHC Prevention and Diversion model/program design and early lessons learned based on program data, and increase resources as appropriate.	SDHC has recently released a Request For Proposal to hire a consultant to assist with technical assistance for SDHC's Prevention and Diversion Programs as well as evaluate the program's effectiveness and provide recommendations.
b. Increase permanent housing interventions in the form of Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH).	SDHC released its Housing First - San Diego plan in July, 2017, which will dedicate \$79.7 million over three years. This program includes \$30 million for PSH and \$7.6 million in RRH funding.
c. Fully support the implementation of the regions Coordinated Entry System (CES) and expand necessary resources such as Housing Navigation to ensure success.	On January 29, 2018, the City committed to acquiring a property at 1401 Imperial Avenue for operation of a Housing Navigation Center. The City, via the San Diego Housing

	Commission, will be seeking a qualified applicant to operate the Navigation Center.
d. Review Conditional Use Permits (CUP)/permitting process for homeless facilities. Require Coordinated Entry System (CES) and Homeless Management Information System (HMIS) implementation as condition of CUP.	
e. Explore the creation/enhancement of innovative housing models such a Flexible Housing Subsidy Pool (FHSP), shared housing/roommate matching, and landlord engagement/incentives.	The Select Committee on Homelessness spearheaded the Rapid Housing Effort, a short-term pilot program, to move individuals and families off the streets quickly. Through this process, the City has developed recommendations to move forward with further exploration and design of a Flexible Housing Subsidy Pool.
f. Explore successful housing models for addressing youth homelessness such as youth host homes, shared housing, and RRH paired with intense employment services and make recommendations to Mayor's Office and SDHC.	

Programs and Protocols	
1. Expand Street Outreach Services that are Focused on Engagement and Placement into Permanent Housing	
<i>Action Step</i>	<i>Status</i>
a. Expand street outreach services within the City to target and actively engage those living unsheltered with the focus of moving them in to permanent housing.	As part of the contracts for operation of the three Transitional Bridge Shelters, 15 outreach workers were included. Additionally, as discussed by the Select Committee on Homelessness at its December 11, 2017 meeting, SDHC has dedicated funding (\$300,000 over the next three years) toward establishing a new outreach pilot program. The funds will support the Regional Task Force on the Homeless as it begins to develop a coordinated regional homeless outreach plan. These efforts reflect a growing understanding of the critical role that outreach can play in engaging chronically homeless people and setting them on a pathway to housing.

b. Expand health related outreach efforts, such as the Resource Access Program (RAP), that engage those experiencing homelessness.	
c. Explore the creation of a homeless mitigation team that can respond immediately to community/business concerns with those sleeping unsheltered and connect to services.	
2. Increase Workforce Development Opportunities	
<i>Action Step</i>	<i>Status</i>
a. Understand extent of all workforce development activities within the City.	
b. Explore workforce development opportunities from other Cities that are promising/successful.	
c. Make recommendations to Mayors Office and SDHC on targeted employment strategies such as a City operated day labor program that would allow individuals to perform paying jobs for the City as a way to re-enter the workforce.	
3. Coordinate and Increase Volunteer Opportunities	
<i>Action Step</i>	<i>Status</i>
a. Discuss current challenges and needs with the coordination of volunteer opportunities.	
b. Discuss models to volunteer coordination such as a clearinghouse approach, responsible organization, or dedicated City staff.	
4. Improve Communication Tools and Establish New Tools for Community Members to Report Issues Related to Homelessness	
<i>Action Step</i>	<i>Status</i>
a. Expand partnership with 211 San Diego to ease user experience and explore creation of additional reporting tools for community/business concerns/volunteer interests.	
b. Expand <i>Get It Done</i> application to include reporting tools for community/business concerns related to homelessness.	
5. Implement Transparent Process for Tracking Program and System Performance	
<i>Action Step</i>	<i>Status</i>

a. Develop a transparent data tracking system that can track performance and evaluate City funded homeless housing/services programs and City homeless system.	
b. Explore performance based contracting mechanisms.	In process. The approval of contracts for the operation of the Transitional Bridge Shelters included performance goals and ongoing performance reviews.

Legislative Policies, Declaration, and Revenue	
1. Update City Council Policy 000-51: Comprehensive Homeless Policy	
<i>Action Step</i>	<i>Status</i>
a. Update the policy to reflect current state of homelessness within the City and ensure alignment with Federal Plan to Prevent and End Homelessness, national best practices such as Housing First, and regional homeless plan.	On September 13, 2017, the Select Committee on Homelessness voted 4-0 to move the item forward to the City Council without a recommendation. The Council Policy update is tentatively scheduled for City Council consideration at its March 19, 2018 meeting.
b. Within updated policy, establish protocol for City departments' engagement with those experiencing homelessness.	
c. Review all current policies that discuss engagement with those experiencing homelessness and update/revise/create new ones as necessary.	
2. Explore State and Federal Legislation to Aide in Addressing Homelessness	
<i>Action Step</i>	<i>Status</i>
a. Explore the benefits of declaring a Homeless State of Emergency or renewing a homeless shelter crisis. Understand the policies which might be implemented as part of a declaration, such as fast-tracking projects, streamlining processes, and the allowance of flexibility in spending funds and allocating resources to ease the crisis.	On September 13, 2017, the Select Committee on Homelessness voted 4-0 to direct Council District Three to work with the Office of the City Attorney and the Office of the Mayor to bring forward a new shelter crisis declaration to the City Council. October 2, 2017, the City Council unanimously declared a shelter crisis as it related to the Hepatitis A outbreak. The declaration assisted with the establishment of the Transitional Camp Area, Transitional Bridge Shelters, the procurement of sanitation services, among other necessities.

<p>b. Continue to advocate for AB-932: <i>Shelter crisis: Homeless Shelters and Permanent Supportive Housing</i>. AB-932 would allow five large cities in California – Emeryville, Los Angeles, Oakland, San Diego, and San Francisco – to suspend state laws relating to the location, condition, and construction of homeless shelters and permanent supportive housing, upon declaration of a shelter crisis by the city and subject to the adoption of local ordinances ensuring reasonable health and safety protections. If AB-932 is approved, Committee should make recommendations for such local ordinances.</p>	<p>On October 14, 2017, Governor Brown signed AB-932 into law which authorizes Berkeley, Emeryville, Los Angeles, Oakland, San Diego, Santa Clara, and San Francisco, upon the declaration of a shelter crisis, to suspend state and local building standards for three years.</p>
<p>3. Explore New Revenue Sources for Homeless Services and Creation of Permanent Housing for Homeless Populations</p>	
<p><i>Action Step</i></p>	<p><i>Status</i></p>
<p>a. Explore new revenue in the form of general obligation bonds, sales tax, and/or transient occupancy tax directed at addressing homelessness.</p>	
<p>b. Identify opportunities to create a Pay for Success initiative/Social Impact fund.</p>	
<p>c. Engage and create new partnerships with private philanthropy/business sector.</p>	<p>Public-Private partnership was established for the purchase of Transitional Bridge Shelters. Additional partnerships should be sought to expand programs, establish Flexible Spending Pool, etc.</p>
<p>4. Final Recommendations/Committee Close-Out</p>	
<p>a. Provide final report of programs and policy recommendations to the City Council for approval.</p>	