



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 - Summary

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 region 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	<p>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.</p> <p>Real Estate Assets Department (READ) presented to Committee in October 2018 on analysis of city-owed property. Chair requested READ expand criteria for analysis. Co-Chair requested committee staff explore the use of small/odd-shaped sites for use of innovative housing typologies.</p> <p>In November 2018, there was a presentation to the committee on innovative housing typologies including Tiny Homes, Shipping Container housing, and community land trusts.</p> <p>It is recommended that the appropriate committee incorporate actions and follow up in their 2019 Work Plan</p>
b. Engage other governmental entities that may own land in the City that could be used for housing	<p>In February 2018 Chair submitted memo to Co-Chair/MTS Board Chair with recommendations for MTS in regard to addressing homelessness. Memo included the use of property for affordable housing</p>

	October 2018 MTS Board agreed to allow empty/underused parking lots for affordable housing.
c. Expand adaptive reuse to house those experiencing homelessness/citywide zoning for permanent supportive housing	October 2018 CSH presented on AB 2162, a recently signed state law that includes by-right development for Permanent Supportive Housing (PSH). Discussed development incentives for PSH, including streamlining and reduction/deferral of fees.
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.	November 2018 San Diego Community Land Trust presented to committee and discussed pros/cons of land trust. It is recommended that the appropriate committee incorporate actions and follow up in their 2019 Work Plan

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	SDHC presented in April 2018 and June 2018 to committee on Temporary Bridge Shelters (TBS). Included in presentations and evaluation findings were that the TBS were aligned with low-barrier approach for shelters.
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 have been evaluated on this topic.
c. Support implementation of SDHC toolkit and 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	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).

resources specifically targeted to address homelessness in the region.)	
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 TBS programs using industrial tent structures. In total the three new TBS 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 opened a new Transitional Storage Center on 20th St. and Commercial St. and is reviewing additional storage sites.
c. Explore the creation of additional Safe Parking zones	The City moved forward with funding an expansion of the current Safe Parking Program in Kearny Mesa. The expanded program at the existing site will now offer 120 parking spaces to homeless individuals. The City approved an additional 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 zone 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 TBS programs.
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	In February 2018 SDHC presented on various homeless activities operated by SDHC including the Prevention and Diversion programs. The City and RTFH have included additional prevention and diversion funding as part of applications to the state under the Homeless Emergency Aid Program (HEAP).

<p>b. Increase permanent housing interventions in the form of Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH)</p>	<p>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.</p> <p>In October 2018, City Council adopted resolution committing to creating 1,260 PSH units by 2021 that includes 140 units per council district. The was unanimously approved at the July 2018 committee meeting.</p> <p>The City included additional funding for RRH in the application to the state for HEAP funds.</p>
<p>c. Fully support the implementation of the region’s Coordinated Entry System (CES) and expand necessary resources such as Housing Navigation to ensure success</p>	<p>The Committee supported a Rapid Housing Pilot program that analyzed the effectiveness and efficiencies of housing navigation efforts. The pilot concluded with recommendations for client-conferencing and the establishment of a flexible housing subsidy pool.</p> <p>The City established three TBS programs that were all operating by early 2018. The three TBS integrated navigation services through the region’s CES and evaluated outcomes through a third-party review in mid-2018.</p>
<p>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</p>	<p>CES and HMIS were outlined as core requirements for the TBS, Transitional Storage Center, and Navigation Center RFP.</p>
<p>e. Explore the creation/enhancement of innovative housing models such a Flexible Housing Subsidy Pool (FHSP), shared housing/roommate matching, and landlord engagement/incentives</p>	<p>The City spearheaded the Rapid Housing Effort, a short-term pilot, to quickly move individuals and families off the streets. Through this process the City has developed recommendations to move forward with further exploring and designing of a flexible housing subsidy pool.</p> <p>The City and RTFH included funding for developing a flexible housing subsidy pool in applications to the state for HEAP funds.</p>
<p>f. Explore successful housing models for addressing youth homelessness such as youth host homes, shared housing, and RRH paired with intense employment</p>	<p>In July 2018, RTFH and San Diego Youth Services presented to committee on youth homelessness and activities for HUD Youth Homeless Demonstration Program. Presentation included overview of host homes and other youth models.</p>

<p>services and make recommendations to Mayor’s Office and SDHC.</p>	<p>As part of RRH and Employment pilot created by committee, several of the programs participating include City funded RRH programs for youth.</p> <p>State funds from HEAP include a set-aside to the City to address youth homelessness.</p>
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<p align="center">Programs and Protocols</p>	
<p>1. Expand Street Outreach Services that are Focused on Engagement and Placement into Permanent Housing</p>	
<p align="center"><i>Action Step</i></p>	<p align="center"><i>Status</i></p>
<p>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</p>	<p>As part of the contracts for operation of the three TBS, 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.</p> <p>At the October 2018 committee meeting staff presented on unsheltered homelessness and encampments and the committee approved the creation of a city-wide proactive outreach and encampment protocol. In October, committee staff met with HUD TA staff to discuss protocol development and in November 2018 a group of key stakeholders met to begin crafting the protocol.</p> <p>The City and RTFH included new outreach services in state HEAP applications.</p>
<p>b. Expand health related outreach efforts, such as the Resource Access Program (RAP), that engage those experiencing homelessness</p>	
<p>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</p>	<p>As part of committee request related to creation of pro-active outreach and encampment protocol, the committee requested the formation of city homeless outreach and encampment team that would be tasked with various duties.</p>
<p>2. Increase Workforce Development Opportunities</p>	

<i>Action Step</i>	<i>Status</i>
a. Understand extent of all workforce development activities within the City	In April 2018 committee staff presented on efforts to date with employment for individuals experiencing homelessness. San Diego Workforce Partnership participated in presentation and educated committee on services they provide.
b. Explore workforce development opportunities from other cities that are promising/successful	The April 2018 presentation on employment included promising examples from other communities including Denver, Portland, Albuquerque, and Stockton.
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.	As part of April 2018 presentation, committee requested committee staff develop a pilot design that connected City RRH programs and employment supports. In June 2018 committee staff presented final pilot design for committee adoption that included matching city RRH programs with \$500,000 from San Diego Workforce Partnership innovation grant, and \$320,000 in private sector funding from the Lucky Duck Foundation. Pilot included the commitment from the City to explore the use of City jobs for the pilot.
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	In April 2018 SDHC presented to committee on new City homeless dashboards that they are working on. Dashboards are still being finalized with a third-party contractor. SDHC has presented several times to the committee on the outcomes of the TBS as well as technology tools being utilized for tracking street outreach performance.
b. Explore performance-based contracting mechanisms	The initial approval of contracts for the operation of the TBS included performance goals and ongoing performance reviews. These goals were updated by Council in September 2018 following a third-party review.

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	City Council adopted updated Council Comprehensive Homeless Policy in April 2018.
b. Within updated policy, establish protocol for City departments' engagement with those experiencing homelessness	As outlined in the updated Council Policy, the policy seeks to ensure that all City departments who interact with individuals experiencing homelessness are trained in best practices and knowledgeable about the availability of homeless resources.
c. Review all current policies that discuss engagement with those experiencing homelessness and update/revise/create new ones as necessary	The October 2018 presentation on unsheltered homelessness, the presentation included overview of current enforcement tools the City uses as well as legal settlements related to the unsheltered population. As part of the requested action to create a city pro-active outreach and encampment protocol, committee requested the protocol include roles of other City Departments including San Diego Police Department and Environmental Services.

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, TBS, the procurement of sanitation services, among other necessities.
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	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.
3. Explore New Revenue Sources for Homeless Services and Creation of Permanent Housing for Homeless Populations	
<i>Action Step</i>	<i>Status</i>
a. Explore new revenue in the form of general obligation bonds, sales tax, and/or transient occupancy tax directed at addressing homelessness	The City considered three different ballot measure proposals in 2018.

<p>b. Identify opportunities to create a Pay for Success initiative/Social Impact fund</p>	<p>As part of the RRH and Employment Pilot Committee staff discussed the idea of a Pay For Success type model with the private sector funding up front. Council staff will work with RTFH to engage in ongoing discussions on the topic.</p>
<p>c. Engage and create new partnerships with private philanthropy/business sector</p>	<p>A Public-Private partnership was established for the purchase of Temporary Bridge Shelters.</p> <p>As part of the RRH and Employment Pilot, committee staff worked with the Lucky Duck Foundation to commit private sector funding to the pilot. Additionally, committee staff worked with the San Diego Workforce Partnership to commit \$500,000 to the pilot through a Department of Labor Innovation Grant.</p> <p>Committee staff participated in a panel on Flexible Housing Subsidy Pool in October 2018 for Funders Together to End Homelessness San Diego to engage and inform private sector funders.</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>	<p>Committee staff prepared final updated workplan report and presented summary to committee in November 2018.</p> <p>SDHC presented to committee in November 2018 on moving forward with a City Homeless Plan.</p>