



## **SELECT COMMITTEE ON HOMELESSNESS**

### **CITY OF SAN DIEGO CITY COUNCIL**

**Councilmember Christopher Ward, Chair**  
**Councilmember Georgette Gómez, Vice Chair**  
**Councilmember Lorie Zapf**  
**Councilmember Chris Cate**

## **FISCAL YEAR 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 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.

<b>Land Use</b>	
<b>1. Comprehensive Review of Lands for Development of Affordable Housing and Permanent Supportive Housing</b>	
<i>Action Step</i>	<i>Status</i>
a. Develop initial list of City owned land that could be used for housing	
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	
<b>2. Explore a City-Sponsored Community Land Trust to Provide Affordable and Permanent Supportive Housing</b>	
<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.	

<b>Housing and Public Facilities</b>	
<b>1. Ensure City Programs Operate with Low-Barrier to Entry Protocols and Programing</b>	
<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	
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 resources specifically targeted to address homelessness in the region.)	
<b>2. Explore Temporary or Short-Term Approaches to Address Unsheltered Homelessness</b>	
<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	
b. Increase access to basic public health services such as restrooms, showers, trash disposal, storage facilities, and laundry facilities	
c. Explore the creation of additional Safe Parking zones	
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	
<b>3. Increase the Supply and Diversity of Long-Term Approaches for Addressing Homelessness</b>	
<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	
b. Increase permanent housing interventions in the form of Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH)	
c. Fully support the implementation of the regions Coordinated Entry System (CES) and expand necessary resources such as Housing Navigation to ensure success	
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	

<b>Programs and Protocols</b>	
<b>1. Expand Street Outreach Services that are Focused on Engagement and Placement into Permanent Housing</b>	
<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	

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	
<b>2. Increase Workforce Development Opportunities</b>	
<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	
<b>3. Coordinate and Increase Volunteer Opportunities</b>	
<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	
<b>4. Improve Communication Tools and Establish New Tools for Community Members to Report Issues Related to Homelessness</b>	
<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	
<b>5. Implement Transparent Process for Tracking Program and System Performance</b>	
<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	

<b>Legislative Policies, Declaration, and Revenue</b>	
<b>1. Update City Council Policy 000-51: Comprehensive Homeless Policy</b>	
<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	
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	
<b>2. Explore State and Federal Legislation to Aide in Addressing Homelessness</b>	
<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.	
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	
<b>3. Explore New Revenue Sources for Homeless Services and Creation of Permanent Housing for Homeless Populations</b>	
<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	
b. Identify opportunities to create a Pay for Success initiative/Social Impact fund	
c. Engage and create new partnerships with private philanthropy/business sector	
<b>4. Final Recommendations/Committee Close-Out</b>	
a. Provide final report of programs and policy recommendations to the City Council for approval	