

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 the 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

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

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

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

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

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

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