



# **San Diego East County Homeless Task Force**

## **Strategic Plan for 2017 – 2019**

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In cooperation with the Cities of El Cajon, La Mesa, Lemon Grove, Santee and the County of San Diego

**Special thanks to the 200+ volunteers who helped to create and who will continue to execute this plan who represent all sectors of the community**

**Plan Model:** The approach to solve homeless issues and problems is to take a Quality Management approach to solving homelessness in our communities. First to support “internal customers” which are our community citizens, businesses, churches, non-profit service providers, hospitals and schools. Second, to support “external Customers” who are the homeless. And third, to support stakeholders who are the Cities, the County, business community and the officials who deal with homelessness daily at great cost to the community, they are the investors who provide the scarce resources to deal with the problem of homelessness.

We started this process by organizing a meeting to bring together all sectors of the community and share what major issues each sector was dealing with as it relates to homelessness. We then had a second meeting where again the community came together and brainstormed all the issues that relate to homelessness. We finally broke the more than 100 volunteers into ten groups of cross functional project teams, each to address a specific issue.

The results of those meetings are ongoing and we plan to pursue a continuous improvement model that will endeavor to find solutions to solve this complex issue. Once a new idea is implemented it will be monitored and if successful will become a standard way of dealing with homelessness and the teams will go on to the next problem and again determine a solution, launch it, monitor the results and continue. This is a Plan, Do, Check, Act, cycle that will be ongoing. This will get us to a much-improved model for dealing with homelessness. It will involve the entire community. There will be failures but these will be learning opportunities and we will continue to improve.

### **Guidelines for Project Group Chairs and participants of the San Diego East County Homeless Task Force**

**Mission:** "To develop solutions to homelessness problems by working collaboratively with all sectors of our communities."

**Vision:** We will improve our communities by effectively dealing with homeless issues.

**Areas Served:** La Mesa, El Cajon, Santee, Lemon Grove, The unincorporated communities within the County of San Diego in East County

**Total Number of Groups: 9**

**Group Topics:**

Team 1: Marketing

Team 2: Data Collection

Team 3: Homeless Contact Teams

Team 4: Access to Services

Team 5: Reunification Program

Team 6: Shelters, Temporary through long term housing

Team 7: Mental Illness

Team 8: Law Enforcement & Related Issues

Team 9: Homeless Youth

(Was Team 10) Steering Committee

**Guidelines and Policies:**

1. Task Force Project Group Organization: Open to anyone from the community who is interested in the group topic (People may be added at any time to a group)
2. Communications to team members will be coordinated by the Chamber to keep things organized, groups can communicate to people within groups but meeting scheduling, agenda and minutes should be coordinated by chamber with the support of each Chair
3. Each group will report results of activities to Task Force every two months so task force can ensure coordination between project groups and outside groups like the Regional Countywide Homeless Task Force
4. Any funding of activities must be approved by the Executive Director of the Task Force before spending and be included in an annual budget approved by the Executive Board
5. Requests for funds for Task Force activities should be a part of the approved activities and budget of the Task Force to ensure coordination and collaboration between groups and should be fast tracked through approval of the Strategic Plan of the Task Force
6. Project Teams are designed to be self-guided, but will report activities to the East County Homeless Task Force and adhere to these guidelines to remain on task and to coordinate efforts effectively with other teams
  - a. All teams will determine key goals, objectives and strategies and report these to the task force to be included in the Strategic Plan of the East County Homeless Task Force
  - b. Projects of each team should be prioritized and address key problems and done in a Plan, Do, Check, Act cycle. As solutions are found and put into effect they can become the basis for best practices and the team can move on to tackle the next problem within their group topic
7. These guidelines may be changed and adjusted at any time by the Executive Committee of the Homeless Task Force which will be initially made up of the Chairs of the Project Groups and the CEO of the Chamber shall act as the Executive Director of the Task Force until an Executive Director is identified and a new Executive Committee put into place

**Following are the initial ideas from the first meetings of the Cross Functional Project Teams:**

**Team 1: Marketing – Andrew Lower, Chair**

1<sup>st</sup> Goal: Communicate to the public to not give money to homeless and pan handlers but instead give to service provider charities:

Objectives, Strategies:

- A. Humanize the problem, short term and long term get posters created and then a long-term campaign to communicate to people effectively
- B. Work with local government to install signage in public places including on public buildings
- C. Work with local business associations to help with funding the campaign like Southland Corporation, PSAR, SDAR, Auto Dealers Association, Shopping Centers

2<sup>nd</sup> Goal: Communicate to homeless how to access services they need, effectively

Objectives, Strategies:

- A. Work with Leadership Team to develop a new app designed to make access easier. This should include a strategy for homeless folks to remember where to go to access app through wrist bands, signage at service providers and wallet cards
- B. Centralize key services to make it easier to communicate where to go like initial SPDAT Survey, then communicate through marketing channels
- C. Establish Case Managers (Housing Navigators) to customize services for everyone and manage the process of getting services they need. This should include ability to serve every type of homelessness. SPDAT data could be used to originate initial services needed.

3<sup>rd</sup> Goal: Communicate to businesses how to deal with various common homeless issues and reduce problems

Objectives, Strategies:

- A. Chamber will produce a online dashboard for businesses to report issues and to access solutions for homeless or pan handler related problems.
- B. Work with Cities and County to allow signage on buildings that is approved to communicate to homeless and community
- C. Investigate grants or subsidies for improvements in lighting, foliage, windows to make loitering less attractive. Work to reduce attractive nuisances like trash dumpsters and recycling available to homeless, this could include business permit policy changes

4<sup>th</sup> Goal: Get private sector to fund marketing campaign for print and media communications

Objectives, Strategies:

A. Chamber will outreach to business groups to help fund a marketing campaign with an initial budget of \$50,000 to support the initial marketing plan for the first year See Appendix 1: East County Homeless Task Force Marketing Plan

## **Team 2: Data – Stacy Mackey, Chair**

1<sup>st</sup> Goal: Get every homeless person including those in shelters or couch surfing or in cars to take VS-SPDAT Assessment for countywide information sharing – Centralized through Crisis House, but could be improved through outreach teams

Objectives, Strategies:

A. Crisis House is primary collector for East County for VS-SPDAT Survey, need to communicate this to everyone

B. Get every homeless person of every category into the data collection system within the year, continue to collect data of new people to the area. Work with police and sheriff departments to identify people who need to take survey then send teams to gather

C. Strategy: Determine the cost per homeless person in East County spent to solve the issue

2<sup>nd</sup> Goal: Need to have accurate inventory of number of homeless and number of beds in East County

Objectives, Strategies:

A. Work with known shelters and temporary housing service providers for count and typical availability of beds

B. Work the Interfaith Network to determine number of beds available through faith based community, consider new local policies to enable beds in more churches if needed

C. Benchmark available beds and determine optimum number needed for East County

3<sup>rd</sup> Goal: Determine a benchmark for time to housing and improve

Objectives, Strategies:

A. Conduct an analysis and benchmark how quickly each different group of homeless people can get into housing. i.e. mentally ill, school children, non-addicted vs. addicted etc.

B. Determine best ways to improve upon the benchmark of time to housing and make recommendations to Task Force

4<sup>th</sup> Goal: Pull Secondary Data that supports and provides useful data for the East County Homeless Task Force Plan

Objectives, Strategies:

A. Determine what other data needs to be gathered

B. Gather data and provide to project teams as requested to help them accomplish their goals and objectives

### **Team 3: Contact Teams - Gather and Disseminate information to Homeless - Jack Micklos, Chair**

1<sup>st</sup> Goal: Organize and offer a volunteer training program/ including crisis management for homeless outreach efforts:

Objectives, Strategies:

- A. Develop a training video for homeless outreach teams to help them to be safe and to ensure they provide and gather meaningful information to the homeless task force
- B. offer training program for free to churches and service groups who are meeting the homeless on a regular basis

2<sup>nd</sup> Goal: Form Assessment Teams to assist Crisis House with Survey data collection and information dispersant to homeless:

Objectives, Strategies:

- A. Crisis House will conduct a training of up to 20 people to accomplish this short term. People would most likely will come from faith community and service providers who are already in contact with homeless. This will enable data collection in the field for SPDAT survey through digital input and help to improve an understanding of what the needs are of the homeless
- B. Each volunteer will need to be funded to pay for a digital collection device and acquire county license fees of up to \$200 per year. Training takes three to four hours.

### **Team 4: Access to Services – Carol Lewis, Chair**

1<sup>st</sup> Goal: Identify different homeless pathways and most common needs associated with them and determine ways to improve access for each.

Objectives, Strategies:

- A. Create an App to help homeless family and individuals' access resources.
- B. Support El Cajon Resource website with local resources and services.
- C. Determine the number of homeless served now as a benchmark and then measure over time using the data from the SPDAT, App, HOT Team and the resource website.
- D. Link resource website and app to city and County websites.

2<sup>nd</sup> Goal: Support a process to first have client fill out the SPDAT through Crisis House, who will refer client to services and resources through their Housing Navigator/Case Manager. Also, refer to 2-1-1 for additional resources and services.

Objectives, Strategies:

A. Meet with 2-1-1 to discuss the services they offer and look at their new website to see how user friendly it is. Schedule a tour of 2-1-1 facility.

B. Identify gaps of getting homeless individuals and families entered into the SPDAT by supporting volunteers being certified and advocating for funding to hire additional staff to meet Crisis House's needs.

3<sup>rd</sup> Goal: Identify other east county homeless focus groups to support service delivery to homeless population and leverage resources.

Objectives, Strategies:

A. Work with the East County Chamber of Commerce Leadership Team to provide easier access through online phone app and look at sustainability.

B. Work with the El Cajon Collaborative's Homeless Services Work Group to assist with resource development, expanded services and additional case workers/housing navigators in East County.

C. Identify faith-based groups and other homeless service coalitions and focus groups.

D. Representation on the San Diego Regional Task Force with information sharing in East County about funding opportunities and resource sharing.

#### **Team 5: Reunification Program - Captain Sean Kelsey, Chair**

1<sup>st</sup> Goal: Establish target for reunification with family and friends (Currently 5 people in last year reunified from East County Salvation Army Program) Enhance the current Salvation Army Reunification Program and fund it effectively to respond to demand for relocating homeless with family and friends:

Objectives, Strategies:

A. Determine annual budget and find corporate sponsors to help fund relocation costs

B. Conduct a marketing campaign to communicate program and include in training for outreach teams, brand the program with a strong name unique to East County

C. Help to send the maximum number of people back to family or friends possible

D. Coordinate with San Diego Regional Task Force and Downtown Partnership in coordinating between their and our programs

2<sup>nd</sup> Goal: Build the missing persons program at the Salvation Army into the relocation program to help family to find their loved ones.

Objectives, Strategies:

A. Help the Salvation Army tie into existing County Reunification programs

B. Get the Reunification question on the SPDAT survey to determine if people are open to this option

- C. Ensure the program is effective in diverting people to their families and friends with counseling and coordination between all parties
- D. Get enough funding in place to support this program, estimate we would need \$50,000 to relocate about 100 people
- E. Work with Travelers Aid, Downtown Partnership, Alpha Project and other homeless service providers to ensure everyone is aware of the East County program

**Team 6: Shelters, Temporary through long term housing – Anna Marie Piconi-Snyder, Chair**

**GOAL 1:** Create emergency and/or transitional housing to add inventory to current beds available in East County to meet demand.

**Strategic Objectives:**

- A. Identify a motel, unused grocery or industrial building, non-compliant buildings or other commercial buildings and renovate to develop non-faith-based shelters.
- B. Identify philanthropists interested in purchasing single family homes or multi-unit buildings for renting individual rooms.
- C. Identify funding sources.
- D. Explore availability of support services including onsite managers, social services, temporary pet adoption, housing navigation and case management.

**GOAL 2:** Create Day Shelter resource centers for reception of homeless for daytime respite, shelter during inclement weather and resource referrals including personal hygiene, showers, computer access, day storage, clothes washing, etc.

**Strategic Objective:**

- A. Identify geographically diverse locations in the East County for inclement weather and day center reception sites.
- B. Visit existing day center and inclement weather shelters to develop best practices for operations and services.
- C. Explore funding options including approaching local small businesses for financial support.

**GOAL 3:** Find a parking location for homeless living in cars, to provide a safe zone, with access to restrooms, shower facilities, and a place for services (case managers to meet with clients).

**Strategic Objectives:**

- A. Explore unused areas within RV Parks, sports facilities, Walmart parking lots and other locations which can offer amenities.
- B. Contact current safe parking non-profits to develop best practices or to discuss expansion into East County.
- C. Identify support services that would be available to be onsite.

**GOAL 4:** Create network of daily congregate meal centers around the East County that would serve one meal per day.

**Strategic Objectives:**

- A. Identify churches or other public venues.
- B. Determine if meal centers might be co-located at day centers.

- C. Develop a geographical network group to coordinate as feasible.
- D. Identify chaplaincy services for friendly visiting during meals.
- E. Explore funding and food supply options.

**GOAL 5:** Investigate the possibility of expanding the seasonal Interfaith Shelter Network to a year-round network with more locations.

Strategic Objectives:

- A. Solicit churches in the East County cities to participate in this network as hosts or helper churches.
- B. Assess funding for an additional case manager for Crisis House to assess and case manage the clients.
- C. Work with ISN on identifying other needs to accomplish this goal.

**Team 7: Mental Illness – Charity White-Voth, Chair**

1<sup>st</sup> Goal: Work with current programs to increase capacity and outreach, not enough beds or infrastructure, may need more funding. Take advantage of new location in Mission Gorge, opening in mid-April. Currently we have 180 beds and over 3,000 people in need!

Objectives, Strategies:

- A. Work with Crisis House to get mentally ill into services they need through case managers. This will work with San Diego County Mental Health and Regional Homeless Task Force
- B. Work with El Cajon Collaborative to access additional Mental Health services
- C. Work with County Mental Health to increase services available
- D. Develop a program to take care of animals of mentally ill
- E. Determine funding needs versus number of mentally ill in East County and collect data regarding types of mental illness if it is induced or if it inherent

2<sup>nd</sup> Goal: Need Long term housing and care for many of these individuals. Need a housing navigator for the East County Region.

Objectives, Strategies:

- A. Fund and get in place at least one if not two housing navigators for our region.
- B. Work with local cities and County to fund positions as a request

**Team 8: Law Enforcement & Related Issues – Officer Greg Robertson, Chair**

1<sup>st</sup> Goal: Determine what police can and can't do and communicate to the community through workshops and website communications

Objectives, Strategies:

- A. Share with the community what the police can and can't do related to homelessness and what alternatives there are for other contacts to help with homeless situations by providing a Business Dashboard site



B. Develop workshops for business and a business dashboard to help reduce homelessness attraction to their locations and to provide information about top tips and contacts to reduce problems Examples: lighting, shrubbery landscaping, signage, right to refuse services etc.

2<sup>nd</sup> Goal: Reach Property Owners and communicate needed improvements, possibly change some city or county policies where needed for conditional use permits and reduce attractive nuisance building locations

Objectives, Strategies:

- A. Work with PSAR and SDAR to determine if property owners can reduce attractive nuisances
- B. Work with Cities and County to get word out about best practices
- C. Create a dashboard online for businesses to source information about how to reduce attraction

3<sup>rd</sup> Goal: Enforce law as much as possible for homeless who do not want help and will not accept services. Reduce feeding programs in region and instead focus upon short and long-term care and services. If you want help we should have it available, if you don't want help the law should be enforced to the maximum degree possible to reduce homeless

Objectives, Strategies:

- A. This program can work with marketing efforts to reduce negative impacts of pan-handling and habitually homeless

#### **Team 9: Homeless Youth – Jordan Lancaster, Chair**

1<sup>st</sup> Goal: Improve Youth to Adult transition by understanding what services are available to homeless youth and delivering the full set of needs for each child.

Objectives, Strategies:

- A. Get a count from the school districts of the total number of homeless youth in East County
- B. Determine if there are any service gaps for homeless youth by analyzing what is currently offered and what is needed
- C. Create a rating system for homeless youth housing facilities to determine if there are good vs. bad ones, this includes day shelters. Need SPDAT data or something similar for youth so they can be tracked and provided with services (Check with school district as to what services are being provided and what services are lacking)

2<sup>nd</sup> Goal: Fund and support homeless children to ensure that they get a good start in life

Objectives, Strategies:

- A. Where there are service shortfalls, find the resources to fill them
- B. Determine the level of funding needed to support kids in our East County that need support and get positive peer groups involved with them like from the Faith Based Community for after school programs
- C. Work with Elected Officials to ensure funding remains in place where needed at an acceptable level to deal with this issue

## **Team 10: East County Homeless Task Force Management Structure – Bob Burton, Chair**

1<sup>st</sup> Goal: Fund an autonomous full-time position to ensure smooth coordination of teams and strategic plan implementation for the San Diego East County Homeless Task Force.

A. Position to be managed by Chamber CEO and oversight and policy direction by Steering Oversight Committee made up of each sector of the community

B. Outreach to Grossmont Healthcare District, Cities, County, PSAR, SDAR, Walmart, Southland Corporation, Foodmaker, and other business associations to fund this position to help fund the position for three years.

C. Expected need is \$150,000 for three years to underwrite the position

2<sup>nd</sup> Goal: Organize a new East County Homeless Task Force Steering Committee to help guide policy for the East County Homeless Task Force in the future. Task Force will provide key policy direction for Director of the Task Force based upon input from Cross Functional Teams who will be responsible to determine priorities and key projects.

Objectives, Strategies:

A. Invite one person from each sector, include representatives for each city and county and Chamber Board Members – Total Steering Committee should be about 22 people

1 – Chamber of Commerce

3 - Law Enforcement

1 – Fire Dept.

1 – Healthcare

1 – Education

1 – Retail Business

2 – Faith Based Community

1 – Real Estate

1 – Legal

1 – Private Sector Retail

1 – Mental Health

1 - Housing

1 – Homeless Service Sector

1 – SD County Regional Task Force on the Homeless

4 – City Government in East County

1 – County Government of San Diego

22 Total Steering Committee

- B. Create a system for applying for the seats on the Steering Committee that will help to filter exceptional candidates and setup an appropriate nominating committee to ensure fairness in selecting candidates
- C. Write up a job description for new position
- D. Initially have each Chair form the Steering Committee along with the CEO of the Chamber
  - 1. CEO will temporarily act as the Director of the Task force until a new Staff person is employed
  - 2. A set of initial guidelines have been introduced as a part of this Strategic Plan to help Project Groups remain on track and to ensure smooth coordination and collaboration

