

Note: Decades of band-aide solutions got us into this crisis...and repeating the same certainly won't get us out of it now. Bottom line, without a "*definable plan*" and a "*dedicated funding stream*" we can forget about ending San Diego's homeless humanitarian crisis. Therefore, a Citizen's Initiative may be our only way out of this predicament.

- CONFIDENTIAL DRAFT -  
(Version 1/15/2018)

## SUNBREAK CITIZEN'S INITIATIVE

*"The Dawning of a New Day for San Diego and our Homeless Brothers and Sisters"*

### INITIATIVE MISSION STATEMENT:

To bring forth a comprehensive homeless solution to the City and County of San Diego by establishing clean and safe multi-stage living facilities for San Diego's homeless population.

### INITIATIVE PURPOSE & FUNDING:

We propose the raising of the Sales Tax Countywide by 1/8 cent dedicated entirely to solving the City and County of San Diego's homeless issues. (*NO other issues will be attached to this initiative.*) Doing so will raise approximately \$75 - \$100 million per year to be deployed in a **BARBELL STYLE APPROACH** with an **EMERGENCY FEMA-STYLE BRIDGE HOUSING** operation on the right and a **HOUSING FIRST PERMANENT SUPPORTIVE HOUSING** operation on the left. Thus we will fulfill the critical needs on both ends of the spectrum in a **BALANCED APPROACH**. The basic plan is as follows:

- 50% (\$50 million per year) to be allocated for an **EMERGENCY FEMA-STYLE BRIDGE HOUSING** operation that can be implemented almost immediately. Specifically for the establishment and operation of: A) Downtown San Diego Sunbreak Assessment Center; B) Sunbreak Ranch Central Transition Center (possibly on city land in Otay Mesa); and C) up to five Seidler / Shea Temporary Sprung Tents at strategic points within the City and County of San Diego (as approved). The focus here will be on diagnosing the difficulty facing each homeless person, and properly transitioning them forward as best suits each individual - with the ultimate goal of

rehabilitating and returning those able to full employment and / or independent living. This sector will also include a Family Reunification Program to help individuals return to other parts of the country where they have family and friends as a support network.

- 20% (\$20 million per year) as a reliable, dedicated revenue stream to be bonded to approximately \$500 million for a HOUSING FIRST PERMANENT SUPPORTIVE HOUSING approach. These monies are to be thoughtfully and methodically allocated to LONG-TERM building / purchasing and operation of: A) at least 10 transitional housing centers along the lines of East County Transitional Living Center (ECTLC), which houses 400 people in one-year and two-year transition programs, to be geographically diversified across the City and County of San Diego (*when fully built out, this could serve up to 4,000 transitioning residents simultaneously*); and B) a series of long-term permanent supportive housing facilities (*with supervision and wrap-around services*) for the most chronic homeless cases to be geographically diversified across the City and County of San Diego.
- 15% (\$15 million per year) to be allocated to establishing and operating: A) a Special Dedicated Joint Outreach Unit of the City / County devoted to front-line engagement with homeless individuals in order to help them off of the street, and B) a Special Dedicated Joint Unit of the San Diego Police Department / San Diego County Sheriff as the second-line devoted to returning the City and County of San Diego to the "Rule of Law" with respect to homeless issues, and prevent further street and canyon camping and loitering. The motto of both units is to be "*Compassion, Communication and Consistency*". The funding here will allow for the hiring of 50 - 75 Outreach Officers to work the front-line, as well as 50 - 75 new Police / Sheriff Officers to work the second-line. These officers will jointly maintain a permanent police outpost at Sunbreak Ranch as well. Security and personal safety for the homeless is essential at all facilities.
- 10% (\$10 million per year) to be allocated to help fund the operations of existing homeless service providers (if funding shortfalls should surface due to the passage of this Citizen's Initiative).
- 5% (\$5 million per year) to be allocated to the Environmental Clean Up of the City and County of San Diego from the impact of homelessness - primarily for trash and fecal removal from city and canyon streets, canyons, parks, riverbeds, and elsewhere. Excess funds will be used for trash clean-up along our highways and main roads, starting with those nearest downtown - as downtown remains our region's front door step and first

impression to tourists and business travelers. (Priority for these jobs should be through contracts established with Alpha Project, ECTLIC, and other similar entities.)

- Excess funds not used in one of the above areas, may be re-allocated to another, on a year-by-year basis by the overseeing Board. Likewise, as the Emergency Bridge Housing needs dissipate, the Board may re-allocate funding toward the Housing First approach.

### INITIATIVE BUSINESS PLAN UPON PASSAGE:

Upon passage of this initiative, several actions will be kicked into immediate motion. However, it is important to recognize that implementation will not happen overnight, it will need to be staged thoughtfully and methodically.

Upon Initiative passage:

1. Sales Taxes will immediately begin being collected and held in an account to prepare for Sunbreak implementation. (As such, we will quickly be able to evaluate how much revenue we will have for budgeting purposes.)
2. A BOARD will be established with the task of drafting a COMPREHENSIVE PLAN OF ACTION, drafting a BUDGET, establishing a MANAGEMENT TEAM, and building a COALITION OF PROVIDERS for implementing the features of this Initiative. (Perhaps the REGIONAL TASK FORCE ON HOMELESSNESS, or a part of it, will be tapped to serve as this BOARD.)
3. The drafting of the Board's COMPREHENSIVE PLAN OF ACTION and BUDGET will begin IMMEDIATELY, and at the very latest, be COMPLETED WITHIN SIX MONTHS of the Initiative's passage. This plan should be based largely on the rough concepts in the SUNBREAK COMPREHENSIVE PLAN, SUNBREAK BENEFITS & AMENITIES, HOUSING FIRST SUPPORTIVE PERMANENT HOUSING APPROACH, CHRIS MEGISON'S 10 POINT PLAN OF REAL LOVE, JERRY NAVARRA'S COMPREHENSIVE PLAN, PETER SEIDLER / DAN SHEA'S ANALYSIS OF PROVIDERS, and other reliable sources.
4. The Board will establish a MANAGEMENT TEAM to oversee the entire SUNBREAK HOMELESS SOLUTION plan, budget, and implementation.
5. The Board and Management Team will begin working on the \$500 million BONDING process with Wall Street Bankers.

6. The Board and Management Team will establish a COALITION OF PROVIDERS that will be PARTNERS and IMPLEMENTERS of the plan. They need to be chosen according to their particular strengths and focuses. For example, Provider A may be the right entity to run the Downtown Sunbreak Assessment Center, whereas, Provider B may be better suited to running some of the Seidler / Shea Temporary Sprung Tents, and so on.
7. The Board and Management Team will establish specific PERFORMANCE GUIDELINES & TARGETS for the homeless service provider coalition partners, as well as who will provide direct oversight for each entity. Guidelines for REMOVING a coalition partner (and their funding) needs to be established as well.
8. The Board and Management Team will work closely with the City and County, and SAN DIEGO POLICE DEPARTMENT and SAN DIEGO COUNTY SHERIFF, to establish the SPECIAL DEDICATED JOINT UNITS with respect to procedures and timelines for a RETURN TO RULE OF LAW in San Diego with regard to the homeless population. We do NOT want a "shock and awe" moment here. The plan will need to be thoughtfully and methodically staged in, perhaps over a 6 - 12 month period of time. The motto of both units is to be "*Compassion, Communication and Consistency*". Likewise, simultaneously begin working on the permanent police post at Sunbreak Ranch, as well as a consistent police presence at the Downtown Sunbreak Assessment Center and the Seidler / Shea Temporary Sprung Tent facilities. Security and personal safety for the homeless is essential at all facilities.
9. IMPLEMENTATION on the FIRST THREE COMPONENTS (EMERGENCY FEMA-STYLE BRIDGE HOUSING OPERATIONS) needs to begin IMMEDIATELY after the plan, budget, and coalition are established -- meaning the Downtown Sunbreak Assessment Center, Sunbreak Ranch, and strategically positioned Seidler / Shea Temporary Sprung Tents. If necessary to get underway, the immediate use of CITY LAND under EMERGENCY MEASURES should be deployed. Bottom line, people are dying on our streets, we have no time to lose.
10. IMPLEMENTATION on the LONGER-TERM ASPECTS (HOUSING FIRST PERMANENT SUPPORTIVE HOUSING APPROACH) should begin IMMEDIATELY as well - however, these will take time and need to be staged into thoughtfully and methodically. (Building / purchasing of transitional housing like ECTLC, as well as long-term permanent supportive housing for the most chronic cases beset by mental illness and such, etc.)

## HOW WE SELL THE "SUNBREAK HOMELESS SOLUTION" INITIATIVE:

This is how we sell it: Mr. & Mrs. Public, we have a viable comprehensive solution ready to tackle the "homeless crisis" in the City and County of San Diego...and all it will take to activate is to increase sales taxes by 1/8 of a cent. That means on a \$100 purchase, it will cost you a mere extra 12.5 cents. On a \$1,000 purchase, it will cost you a mere extra \$1.25. It will cost you almost nothing to do this...and yet, you will help save thousands of lives. NO where else will you find the bang for your buck to be better. And what will you get in return you ask???

- Provide desperately needed EMERGENCY FEMA-STYLE BRIDGE HOUSING to the 9,116 homeless persons (closer to 20,000 in truth) in the City and County of San Diego.
- Help to get all of our homeless brothers and sisters off of the streets, canyons, parks, and other risk-laden areas via an approach based on "*Compassion, Communication and Consistency*".
- Create a safe, clean, positive environment for our homeless to turn their lives around.
- Truly start transitioning our homeless back to full employment and independent housing.
- Help homeless individuals to attain a sense of self-worth through work, training, and education, and ultimately a sense of belonging to our community.
- Build out a significant long-term housing stock with a HOUSING FIRST PERMANENT SUPPORTIVE HOUSING APPROACH for the chronically homeless.
- Bring an end to the Hepatitis A epidemic that is ravaging our homeless community.
- Protect public health going forward from a repeat of the Hepatitis A epidemic.
- Return to the Rule of Law - no more street camping, feeding, loitering, urinating, defecating, etc.
- Return San Diego to looking like a respectable destination for business, tourism, life science, higher education, etc. (Instead of looking like a third world country.)
- End the environmental catastrophe that is clobbering our streets, canyons, rivers, bays, watershed, etc.
- Protect homeowners and businesses who have been negatively impacted by adjacent homeless encampments.
- Etc., etc.

So, Mr. and Mrs. Public...the choice is yours...do you want the suffering of our homeless brothers and sisters to continue on our streets???. Do you want San Diego to continue devolving into a third world country???. Or do you want to do something about it???. The vote is yours...the choice is yours.

We can sell this concept all day and all night long.

## POTENTIAL FOR A BROAD BASED COALITION:

We believe this Initiative could produce one of the most broad-based coalitions ever seen in San Diego.

BUSINESS - EDUCATION - SCIENCE - TOURISM - LABOR - ENVIRONMENTALISTS - MILITARY - RELIGIOUS - NON RELIGIOUS - ELECTED LEADERS - REPUBLICANS - DEMOCRATS - INDEPENDENTS - ETC.

There are concerns across the board that impact everyone: humanitarian concerns regarding our homeless brothers and sisters; large scale pain, suffering and death on our streets; public health concerns; largest Hepatitis A outbreak in the United States in decades; public safety concerns; significant environmental damage; pollution threats to waterways; negative impact on adjacent homeowners; negative impact on adjacent businesses; negative impact on tourism; negative publicity with many parts of San Diego now looking like a third world country; reduced quality of life for all San Diegans; and so forth.

Who doesn't want to solve this crisis is the question???

We intend to invite EVERYONE to join us in this effort.

## FUNDING NUMBERS - WHERE DOES OUR \$75 - \$100 MILLION ANNUAL PROJECTION COME FROM?:

*"The decision Friday morning is a significant step for San Diego Association of Governments, but there are still a series of procedural maneuvers before voters have the chance to weigh in during the November election on a half-cent sales tax increase that would last for 40 years and generate \$18 billion."* Source: The San Diego Union-Tribune, April 29, 2016: <http://www.sandiegouniontribune.com/news/politics/sdut-sales-tax-transportation-sandag-ballot-measure-2016apr29-htmstory.html>

*"Measure A would raise the sales tax in San Diego County by 1/2 cent for 40 years. The tax increase would generate approximately \$18 billion over the 40 year period with the proceeds to be used for highways, road repair, transit, pedestrian and bicycling and open space preservation."* Source: Voters Edge California, November 8, 2016: [http://votersedge.org/ca/en/ballot/election/area/42/measures/measure/2061?election\\_autho\\_rity\\_id=37](http://votersedge.org/ca/en/ballot/election/area/42/measures/measure/2061?election_autho_rity_id=37)

*"The board of directors of the San Diego Association of Governments (SANDAG) has voted to place a countywide measure on the November ballot, proposing a half-cent increase in the current sales tax to finance \$18 billion in transportation-related projects." Source: San Diego Business Journal, July 8, 2016: <http://www.sdbj.com/news/2016/jul/08/sandag-puts-sales-tax-increase-november-ballot/>*

#### BREAKDOWN:

- 1/2 cent Countywide Sales Tax Increase = \$18 billion over 40 years (SANDAG 2016 model)
- 1/8 cent proposed SUNBREAK Countywide Sales Tax Increase (25% of SANDAG's 1/2 cent) = \$4.5 billion over 40 years
- = \$112.5 million per year (*note: straight math used...NOT calculated for lower revenue in early years and larger later...data not available*)
- 11.25% discount applied to \$112.5 million...to account for alleged SANDAG puffing of their financial projections
- = \$100 MILLION PER YEAR...approximately...going to the Sunbreak Homeless Solution (\$75 - \$110 million spread)

#### PROPOSED INITIATIVE BRANDING - "SUNBREAK HOMELESS SOLUTION":

BRAND MESSAGING is critical...as well as IMAGERY that supports said messaging. We have been using SUNBREAK for six months and believe it is unique and effective...and we should continue to build on it. (*On the immigration and DACA issue, whatever one's opinion on the issue doesn't matter, the branding of the undocumented children as "DREAMERS" was pure brilliance...how can anyone be against DREAMERS, right?*)

SUNBREAK definition: *A BREAKING FORTH OF THE SUN AT SUNRISE; A NEW BEGINNING*

Straight positive...and who doesn't want to provide A NEW BEGINNING for our homeless? Likewise, it fits perfectly with what we want to usher in: *"The Dawning of a New Day for San Diego and our Homeless Brothers and Sisters"*

Many past initiatives have either been unpopular in the public eye (Chargers - Prop C), and others have appeared more confusing to the public as to what the purpose was (Prop D). For our purposes, the SUNBREAK HOMELESS SOLUTION says it right in our title...exactly what we are going to do...SOLVE OUR HOMELESS CRISIS...and this notion / concept is desperately wanted by our community.

And look at the uplifting and positive Sunbreak imagery we can deploy in campaign ads...see opening image here as an example: [www.SunbreakRanch.com](http://www.SunbreakRanch.com)

Other better naming ideas???

### SOLUTION:

A SOLUTION is NOT an "end" to something, though some seem to interpret it this way. And we all recognize that we will never actually end homelessness...unfortunately...and sadly. However, it remains important that we use terminology that the community identifies with and wants to hear - and "SOLUTION" is one of those key words / concepts that our community wants to hear with respect to our homeless crisis. (*"Selling" is also understanding what our buyers want.*)

SOLUTION definition: *A MEANS OF SOLVING A PROBLEM OR DEALING WITH A DIFFICULT SITUATION*

This is exactly what we are seeking with the SUNBREAK HOMELESS SOLUTION...to enact the best approach in *DEALING WITH A DIFFICULT SITUATION*.

### POTENTIAL OPPOSITION:

- Those who focus solely on "Housing First", and refuse / reject the importance of "Immediate Homeless Emergency Measures". (*Bottom line, there will be at least a 5 - 10 year lag in building out new permanent supportive housing stock.*)
- Competing Initiatives - leading to a dilution of efforts and mixed messaging
- Hoteliers - if they go forward with their "homeless window-dressing" as part of their cynical effort to get voters to support their desire for a Convention Center expansion
- Citizens who don't think or care
- Citizens who vote "no" on everything
- Naysayers and Undertakers to every new idea
- Others???



## ARTICLES OF REFERENCE:

*[How We Can Fund a 'Sunbreak Ranch' to House San Diego's Homeless](#)* – Times of San Diego – February 19, 2017

Sunbreak Comprehensive Plan: <http://sunbreakranch.com/wp-content/uploads/THE-SUNBREAK-PLAN.pdf>

Sunbreak Amenities & Benefits: <http://sunbreakranch.com/wp-content/uploads/SUNBREAK-RANCH-AMENITIES-BENEFITS.pdf>

Sunbreak Ranch Endorsement Team: <http://sunbreakranch.com/wp-content/uploads/SUNBREAK-ENDORSEMENT-TEAM.pdf>

Sunbreak Public Health Warning letter of April 10, 2017: <http://sunbreakranch.com/wp-content/uploads/G-MULLEN-041017.pdf>

Housing First Permanent Supportive Housing Approach: (need website links?)

Chris Megison's / Solution for Change - 10 Point Real Love Plan: (need website link?)

Jerry Navarra's Comprehensive Homeless Plan: (need website link?)

Peter Seidler / Dan Shea Analysis of Homeless Service Providers: (need website link?)

Other Work to Reference???

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