CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Lee Wilcox
Jacky Morales-Ferrand

SUBJECT: **COUNTYWIDE COMMUNITY PLAN TO END HOMELESSNESS STATUS UPDATE**

DATE: March 19, 2020

Approved Date 3-19-20

INFORMATION

Attached is the status update on the Community Plan to End Homelessness. Since the Administration authored this report, the novel coronavirus COVID-19 became a pandemic, resulting in the City elevating its Emergency Operations Center to Stage 5 (Extremely High Response) and activating a Pandemic Management Plan. Accordingly, staff supporting the development of the Community Plan to End Homelessness have transitioned to exclusively working on the City's COVID-19 response. Activities related to the Community Solutions Incubator, as defined in the attached memorandum, have also been paused as departments focus on responses to the pandemic.

The Administration will continue to monitor any advancements of the Community Plan and will keep the Council updated.

/s/
LEE WILCOX
Chief of Staff, City Manager's Office
Director, Office of Administration, Policy and Intergovernmental Relations

/s/
JACKY MORALES-FERRAND
Director, Housing Department

For questions, please contact Sarah Zárate, Assistant to the City Manager, at (408) 535-5601.

Attachment

ATTACHMENT

COUNCIL AGENDA: 3/24/20
FILE: 20-320
ITEM: 8.1

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Lee Wilcox
Jacky Morales-Ferrand

SUBJECT: COUNTYWIDE COMMUNITY PLAN TO END HOMELESSNESS STATUS UPDATE

DATE: March 12, 2020

Approved D. DeSyl Date 3/12/2020

RECOMMENDATION

(a) Accept status update on the Community Plan to End Homelessness.
(b) Direct staff to return to Council with the final Community Plan to End Homelessness along with a City of San José Year 1 implementation plan by June 2020.

OUTCOME

Upon acceptance of this status update, Council will direct staff to support the conclusion of the Community Plan to End Homelessness, and bring back a final plan to Council in late spring of 2020 along with a City-specific Year 1 implementation plan.

EXECUTIVE SUMMARY

In June 2019, the City of San José, together with Santa Clara County, Destination: Home, and other cities and non-profits, embarked on strategic planning and an extensive community engagement process to develop a new five-year Community Plan to End Homelessness for Santa Clara County ("Community Plan"). Community feedback was sought to identify successes and challenges in the homeless system of care, and to collect innovative and inspiring ideas about how to address homelessness countywide. Together, staff from the various agencies that constituted the Community Plan Working Group reached over 8,000 community members by convening opportunities to engage with people with lived experience of homelessness, subject matter experts, community members, and key stakeholders. This work resulted in the articulation of 14 goals that fall into three strategies:

- Address the root causes of homelessness through system and policy change;
- Expand homelessness prevention and housing programs to meet the need; and
- Improve quality of life for unsheltered individuals and create healthy neighborhoods for all.

Homelessness is the result of various social and economic systemic failures. One agency cannot address the scale and complexity of the problem alone — it requires broad cross-sector alignment and collaboration, and significant social innovation. Collaboration and innovation of this kind is best achieved through a collective impact model that leads to a common agenda shared by all. The planning and community engagement process used to draft the new Community Plan reflects a collective impact framework that, if followed, could lead to large scale impact.

BACKGROUND

Nearly five years ago, the City Council adopted the first *Community Plan to End Homelessness in Santa Clara County (2015-2020),* which was developed collaboratively by representatives of community-based service organizations, local government, philanthropy, business, healthcare, and people with lived experience. Since the plan's adoption, partners worked collectively to achieve several notable accomplishments, including:

- Helping nearly 9,000 households resolve their homelessness, representing over 14,000 people.
- Doubled the number of supportive housing units in Santa Clara County.
- Doubled temporary housing and emergency shelter capacity.
- Launched a new homelessness prevention system that now serves about 1,000 households annually.
- Led a community-wide campaign that successfully housed more than 1,600 veterans and engaged nearly 800 private landlords in the effort.
- Committed $950 million to develop affordable housing through the 2016 Measure A Affordable Housing Bond and raised another $100 million in private contributions to support the implementation of this Community Plan.

Despite the substantial progress made in creating an innovative and more comprehensive supportive housing system, the crisis continues to grow—nationally and locally. According to the 2019 Point-in-Time count, there are 9,706 people experiencing homelessness in Santa Clara County.[1] Of the 9,706 people countywide, 6,097 are homeless in San José. Over 80 percent of homeless individuals in San José are unsheltered, meaning that they were counted on the streets, in encampments, in vehicles or other areas not meant for human habitation. Importantly, 83% of homeless individuals surveyed in San José reported living in Santa Clara County prior to becoming homeless. As such, the large majority of homeless individuals in San José are our neighbors, family members, friends, and colleagues.

The scale of the problem facing Santa Clara County and the City of San José demands an urgent, robust response that is centered around meeting the human needs of our neighbors living on the

[1] A point-in-time count is an unduplicated count required of communities receiving certain federal funds by the U.S. Department of Housing and Urban Development. It is completed on a single night and counts people in the community who are experiencing homelessness, both sheltered and unsheltered individuals.

street. The Community Plan provides a roadmap to address the challenge head-on, is framed for collective impact, and is rooted in the voices of community members across the County.

ANALYSIS

Strategic Planning Process

As the timeframe for the first Community Plan ends, the Santa Clara County Continuum of Care (CoC) embarked on a new community process to build the plan for the next five years. For context, the CoC is the local planning body that coordinates housing and services funding for homeless persons. The CoC Board membership includes representation from: the City of San José Housing Department, Santa Clara County Housing Authority, Destination: Home, individuals with lived experience, and several service providers. The CoC was dedicated to developing a plan through an inclusive, community-based planning process and structured plan development to: a) involve a wide array of stakeholders, b) consider local data on need and existing service performance, c) ensure alignment with existing local efforts, and d) foster local partnership formations and enhancements.

To advance the strategic planning process, a Community Plan Steering Committee, comprised of the CoC Board, and representation from the City of San José City Manager's Office and Santa Clara County, helped guide the vision and goals for the plan framework. The community engagement process was structured around three key strategies (previously referred to as pillars), the feedback of which informed the draft goals under each strategy (see Attachment A). The strategy framework includes:

I. Address the root causes of homelessness through system and policy change
This includes addressing system and policy changes needed to prevent homelessness due to economic dislocation, reduced safety net, failed housing policy, mass incarcerations, and structural racism.

Lead Agency (overarching coordination) – Destination: Home
Safety Net Program – Office of Supportive Housing (County) and County Executive Office
Housing and Land Use Policy – City of San José Housing Department and Santa Clara County Housing Authority

II. Expand homelessness prevention and housing programs to meet the need
This includes increasing the reach, capacity, and performance of housing interventions, as well as the homelessness prevention programs.

Lead Agency – Office of Supportive Housing (County)

III. Improve quality of life for unsheltered individuals and create healthier neighborhoods for all

This includes meeting the basic needs of people living in unsheltered conditions (including temporary housing programs), and addressing community concerns regarding the impacts of unsheltered homelessness.

Lead Agency – City of San José's City Manager's Office
Additional Participation – Cities of Mountain View, Morgan Hill, and Office of Supportive Housing (County)

To support the Community Plan Steering Committee and help manage and implement the planning and community engagement process, a Community Plan Working Group met bi-weekly from June 2019 through February 2020. Lead agencies on the working group helped support the development of each strategy area and ensured diverse feedback for each strategy (see Attachment B for a list of community engagement opportunities). After collating all feedback into distinct goals under each strategy, the working group held a final county-wide community meeting in January 2020 to receive feedback on the final draft strategies and goals. The list found in Attachment A reflects all feedback to date. Goals are articulated broadly to ensure strategic alignment across the County, but allow cities and partnering organizations to formulate solutions that meet local needs.

From Community Impact Model to Deploying Locally-Tailored Solutions

Addressing homelessness in San José communities has traditionally been regarded as a responsibility delegated solely to the City's Housing Department. Indeed, Housing Department staff are the City's experts on housing solutions and best practices to address the needs of our homeless community. Through its regular workplan, the Housing Department works to advance many of the goals found across all the strategies in the Community Plan. For example, our Housing Department regularly advances policies that: a) ensure development of more affordable housing, b) prioritize the development of housing for extremely low-income households, and c) strengthen tenant protections. Staff is also currently studying rent burden in the City and drafting an anti-displacement plan while it funds the Homelessness Prevention System[2], and permanent supportive housing projects. These activities have been, and will continue be, the core scope of work for the Housing Department in alignment with the Community Plan and the national best practice Housing First approach.[3]

The Housing Department has also worked to advance goals that meet the immediate needs of our unhoused residents. Over the last several years, for instance, the department has led policy and program design and implementation for crisis interventions, including Overnight Warming Locations (OWL), safe parking, Bridge Housing Communities (BHC), shelter expansions in churches, as well as funding mobile showers and outreach workers that administer vulnerability

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[2] The Homelessness Prevention System program provides temporary financial assistance to low-income families or individuals who are struggling to maintain their housing.

[3] According to the United States Interagency Council on Homelessness, a Housing First system orientation recognizes that people experiencing homelessness need the safety and stability of a home to best address challenges and pursue opportunities. This means prioritizing people into homes first, while making readily available the services they require to stabilize their situation. [https://www.usich.gov/solutions/housing/housing-first/]

assessments to homeless individuals to qualify them for the countywide queue for housing solutions.

Despite the efforts of many to build a system that serve thousands of homeless individuals each year in San José and across the County, the crisis continues to grow. Locally, for every one person housed through our supportive housing system, three more become homeless. This reality is most intimately felt by our neighbors who find themselves housed one day and on the street the next; some find themselves trying to go unnoticed living in their vehicles with their families. While our homeless residents live the reality of survival outdoors, our housed residents and businesses also feel the pressure in their neighborhoods. A lack of resources to meet our homeless residents' basic needs, such as hygiene or trash services, can have unintended consequences in our neighborhoods. Homelessness has undeniable social costs that are felt most acutely by the individuals and families experiencing homelessness, but they extend to the community at large.

The complexity of this dilemma is also deeply felt by our organization, which exists to serve all City residents and businesses, regardless of their housing status. Within the context of homelessness, staff are often placed in the difficult position of mediating the needs of various constituents; needs which are often posited as being in conflict. As the problem is exacerbated in the neighborhoods, nearly every City department is impacted, regardless of whether their service delivery models were designed to provide direct services to homeless populations.

Over the last several months, the Administration placed special emphasis on evaluating and improving communication, coordination, and collaboration efforts between departments. Our internal efforts, aimed at enhancing and scaling the Housing Department's existing efforts supporting the goals articulated in Strategy 3 of the Community Plan, are focused on achieving impact immediately—both on how we support homeless populations and how we address the impacts of homelessness in our neighborhoods—as the longer-term policy and housing solutions (embodied in Strategies 1 and 2) are advanced by the Housing Department and its partners across the County and the State.

Examples of this focused coordination are seen in the creation of enhanced service areas around OWLs.[4] Understanding that housing solutions for homeless residents could place additional stress on neighborhoods or City facilities, the Administration piloted enhanced service areas around hosting neighborhoods, thereby increasing levels of service tailored to each neighborhood's needs. An evaluation of the pilot is scheduled for this spring.

While enhanced service areas have anecdotally improved a neighborhood's willingness to host a housing solution, the scale of the problem requires many more solutions to be deployed across the City.[5] The goals articulated in Strategy 3 provide the overarching collective impact

[4] Enhanced service areas are tailored to neighborhood needs. They may include such things as additional litter pick up, proactive illegal dumping sweeps, expanded program security, or increased outreach services among others.
[5] Enhanced service areas are currently deployed at two OWL locations and one BHC location. Staff are working to expand the pilot to some permanent supportive housing sites.

framework to guide the City in its focus. For some goals, the City has tested solutions that it could expand with the appropriate resourcing. Motel vouchers for families and OWLs are such examples. Other solutions are in the process of implementation, such BHCs or a navigation center. Yet scalable, low cost, and easily implementable crisis intervention solutions seem fleeting. The reasons for this vary, from neighborhood resistance to program design elements, to palpable trust issues between the homeless community and the City—which offers services and displaces (forcibly removes) homeless people from their encampments with the same staff team. In other words, while the Community Plan provides a conceptual multi-pronged roadmap to ending homelessness, once the plan is finalized and adopted by cities across the County, the City of San José and its partners face the challenging path of operationalizing the words into action.

As noted above, the Housing Department's everyday work advances goals in all three strategies, though resourcing and siting constraints have regularly limited the speed and scale demanded of the crisis. (The passing of Measure E earlier this month should provide some resource relief). However, in addition to providing much needed resources, as well as locations and facilities to support unhoused individuals and families, fully implementing Strategy 3 demands a people-centered, integrated organizational approach grounded in creativity, innovation, and coordination unlike any tried before. It requires the co-creation of solutions with the community at a different scale, a keen focus on the customers we are trying to serve—both housed and unhoused—and a willingness to build and deploy many small pilot projects simultaneously across all areas of the City. The process ahead will be iterative and surely will result in some failures. It too will lead to organizational realignments that result in the City organizing itself to respond to the problem, rather than trying to have the problem fit the silos created through bureaucratic processes. Fortunately, the City has an abundance of talented staff and nonprofit partners with enormous empathy, passion, and technical skill who are willing to learn and push forward for the betterment of the community. Our currently homeless residents and people with lived experience of homelessness are also ready to take more active roles in building solutions.

Building an Implementation Plan for Strategy 3
The Administration shares the sense of urgency to act that is felt by everyone in the community. Accordingly, as the Community Plan is finalized by community partners, the Administration has initiated an internal implementation planning process to move from a countywide strategic conceptual framework—a bold and aggressive five-year agenda—to tailored solutions for San José. The effort, termed the Community Solutions Incubator, is led by the City Manager's Office, and includes organizing key people and prioritizing goals to ensure a sizeable impact. In the first year of implementation, emphasis will be placed on dramatically increasing the number of emergency and interim housing beds available; providing enhanced services to neighborhoods hosting solutions; increasing street outreach, hygiene resources, and mental health services; and ensuring welcoming spaces exist across the city for our unsheltered residents. This bold vision will require a significant funding investment.

The Community Solutions Incubator core group includes high level staff from departments across the City, including Fire, Housing, Parks, Recreation, and Neighborhood Services, Police, Environmental Services, Transportation, and the City Manager's Office (including the Offices of

Economic Development and Administration, Policy, and Intergovernmental Relations). As the work shifts from organizing internally to piloting solutions, it will expand its internal reach to staff across other departments, and collaboration with outside nonprofit partners and the County.

In its initial efforts, core group members received specialized training that takes a human-centered approach to problem-solving. Known as Customer Driven Innovation (CDI), the CDI framework, made up of four components—discover, define, design, deliver—will help staff develop pioneering solutions that are targeted at essential customer needs. Through the training modules, core group members interviewed homeless residents that are currently, or were recently, living in encampments in the city to gain insights into their daily challenges and develop quick prototypes to resolve clearly defined problems.[6]

The CDI framework was specifically selected for three reasons: First, it requires that solutions be driven by empathy, meaning the starting point for any solution is with the customer being served. This starting point is essential since City staff continuously struggle with weighing the needs of two customers—the housed and unhoused. In the process of trying to satisfy both with the same solution, program designs are often compromised, diluting the overall impact of the proposed solution. In the end, neither customer's needs are fully addressed. Second (and closely tied to the third), inherent to the framework is an acknowledgment that success is an iterative process. To advance along a solutions continuum, one needs to: a) quickly build small solutions based on hypotheses that are derived from deep understandings of customer problems, b) deliver the solutions to the customer, c) measure impact, and d) learn from the findings to iterate and improve. Third, and lastly, the City finds itself in an economic position that does not allow for a big investment of resources, especially if the solution is unknown to optimize impact. By quickly testing low-cost, small-scale projects and iterating designs, the Council can have a greater level of confidence in approving solutions brought forward by the Administration that require higher level investments.

To ground the impending work in local values, the core group discussed and articulated a mission, vision, and guiding principles. These include:

Mission: Growing and maintaining thriving San José neighborhoods for homeless residents and all community members.

***Vision*:** An inclusive community where everyone is valued and has a place to call home.

Guiding Principles:

- ✓ Act with Urgency
- ✓ Apply an Equity Lens
- ✓ Deliver Compassion-Centered Services
- ✓ Be Bold and Iterative
- ✓ Be Accountable Always
- ✓ Build, Measure, and Learn with Data

[6] Individuals interviewed during the CDI training understood that prototypes were developed within a training context. While the prototypes designed in the training will not be delivered in the community, information learned during the interviews will help inform future solutions as part of the Community Solutions Incubator.

All systems improvements and implementation activities will be data-, people-, and outcome-driven, with the ultimate goal of helping address one of our most vulnerable populations—our homeless neighbors. As this work moves forward, the Administration will bring to Council by June 2020 a Year 1 implementation plan for the Community Solutions Incubator that clearly articulates the strategies and goals being prioritized by the Administration in the first year. The plan will be rooted in the mission, vision, and guiding principles noted above. To reflect the CDI framework that is iterative—as well as the dynamic and uncertain organizational and social environment created by the necessary response to the spread of the novel coronavirus (COVID-19)—workplan activities will only be detailed through the first quarter of the 2020-2021 fiscal year.[7] As plan implementation progresses, the Administration is committed to quarterly updates to the Council that include further implementation details.

CONCLUSION

Over the last ten months, the City of San José participated in an extensive strategic planning and community engagement process to build the new Santa Clara County Community Plan to End Homelessness. The Community Plan reflects the voices of over 8,000 individuals reached across the County, and provides stakeholders with a common agenda that, if followed, will result in large collective impact. Many of the goals reflected in the plan are items that the Housing Department regularly advances. Goals under Strategy 3, however, require an organizational response that is multi-disciplinary, customer-focused, and innovative. Anticipating a final Community Plan in the coming weeks, the Administration has organized an inter-departmental core group of staff, the Community Solutions Incubator, to outline the implementation strategy for the first year.

EVALUATION AND FOLLOW-UP

The final *Community Plan to End Homelessness (2020-2025)* will be brought to City Council for adoption consideration in June 2020. Staff will also provide a Year 1 implementation strategy.

CLIMATE SMART SAN JOSE

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

Public outreach has been extensive throughout the development of the community plan. The bulk of community engagement activities occurred during the fall of 2019, and culminated in a final community meeting held at the Roosevelt Community Center on January 27, 2020. A general overview of community engagement activities is outlined on Attachment B. In addition to Community Plan specific activities, staff have begun engaging residents with lived experience to

[7] The City's COVID-19 mitigation and response requires organizational flexibility. As such, it is difficult to project at great length human resource availability within the organization, or future external demands.

more intimately understand their day to day challenges of living outdoors. Over the coming months, as staff design customer-focused solutions, additional outreach will be made to residents with lived experience, as well as neighborhood associations and local businesses.

COORDINATION

Throughout the Community Plan development, the City Manager's Office closely coordinated with the Housing Department and Department of Parks, Recreation, and Neighborhood Services, as well as Santa Clara County and Destination: Home staff. Plan updates were also periodically communicated to leadership across all City departments through the City Manager's Senior Staff meetings. This memo was coordinated with the City Manager's Budget Office and the City Attorney's Office.

COMMISSION RECOMMENDATION/INPUT

The Housing and Community Development Commission heard a report on the draft Community Plan to End Homelessness on February 13, 2020. The Commission voted to support the draft Community Plan with an amendment to include engagement and collaboration strategies at a State and Federal level on homelessness.

CEQA

Not a Project, File No. PP17-008, General Procedure and Policy Making resulting in no changes to the physical environment.

/s/
LEE WILCOX
Chief of Staff, City Manager's Office
Director, Office of Administration, Policy and Intergovernmental Relations

/s/
JACKY MORALES-FERRAND
Director, Housing Department

For questions, please contact Sarah Zárate, Assistant to the City Manager, at (408) 535-5601.

Attachments
Attachment A Draft Strategies in the Community Plan to End Homelessness
Attachment B Community Engagement for the Community Plan to End Homelessness

ATTACHMENT

Attachment A

Draft Community Plan to End Homelessness Strategies

The strategies are organized under three areas of focus that make up the basic framework for the plan:

Strategy 1: Address the root causes of homelessness through system and policy change

To end homelessness in our community, we must seek to prevent it for as many people as possible by addressing the root causes of homelessness. This plan sets a five-year goal of reducing the number of households who become unhoused in a given year by 30%. The strategies below are targeted to address the entrenched economic and societal causes of homelessness through transformational systemic and policy change. The system we live in has created social, economic, and racial disparities and it will take monumental shifts in policies and priorities to make effective change. The work to address the root causes of homelessness is furthered by the strategies below, but it will take more than five years to eliminate economic and racial disparities across our community.

1. Ensure that people accessing safety net services have the support they need to obtain and maintain housing.
    a. Adopt housing screening and referral processes for individuals and families accessing safety net services.
    b. Expand housing programs for families involved in the child welfare system.
    c. Expand and diversify housing programs for foster youth to meet their long-term housing needs, so no foster youth become homeless.
    d. Expand housing resources available to Medi-Cal recipients accessing services in the Specialty Mental Health System.

2. Ensure that people involved in the criminal justice system do not become homeless.
    a. Provide assistance to households with incarcerated family members to prevent homelessness.
    b. Expand existing and develop new housing and workforce development programs to successfully reintegrate people leaving probation, parole, jails, and prisons into the community.

3. Create the conditions to develop enough affordable housing to meet the need in our community.
    a. Work with cities to change local land use and housing policy to allow for development of more affordable housing and help reverse housing disparities that have negatively impacted people of color.
    b. Identify underutilized land across the County to be used for dense affordable housing development.
    c. Prioritize development of housing for extremely low-income households making 30% of Area Median Income or less.
    d. Advocate for housing finance reform to enable development of more affordable housing.

4. Protect residents from evictions, displacement, and housing discrimination.
    a. Adopt and implement new fair housing plans for the region.
    b. Enact local rent control and tenant protections.
    c. Provide legal assistance to ensure that individuals and families most severely impacted by the lack of affordable housing, namely people of color, have equal access to housing.

d. Develop a preservation fund to preserve both naturally affordable and income-restricted affordable housing.

5. Ensure all residents who are able to work have access to living wage employment
   a. Support efforts to increase the minimum wage to a living wage in Santa Clara County.
   b. Partner with corporations to create living wage job opportunities for people who are unhoused or at risk of homelessness.
   c. Provide training, internships, and mentorships to help people who are unhoused or at risk of homelessness to obtain access to living wage jobs.
   d. Invest in social enterprises that train and employ people who are unhoused or at risk of homelessness.

6. Expand public and private sector support for ending and preventing homelessness.
   a. Increase community engagement in advocating for affordable and supportive housing development throughout the County.
   b. Provide leadership opportunities for people with lived experience of homelessness to shape how we address homelessness in our community.
   c. Create a county-wide education campaign that increases awareness of the causes and impacts of homelessness and ongoing efforts to end homelessness.

Strategy 2: Expand homelessness prevention and housing programs to meet the need

While Strategy 1 aims to close the gaps in our social safety net to prevent homelessness before it occurs for as many people as possible, we know that there will be some people over the next five years who still become unhoused due to a severe shortage of affordable and accessible housing. To end homelessness, we will need to build capacity to provide a broad array of housing and services over the next five years.

1. Increase the capacity of supportive housing programs for people experiencing homelessness.
   a. Expand the system to provide housing and services to help 20,000 unhoused people secure stable, permanent housing.
   b. Develop programs tailored to the needs of specific populations of people experiencing homelessness, including:
      - Youth and young adults
      - Older adults (55+) and seniors
      - Families with children
      - Adults without children age 25 to 54

2. Provide a broad range of supports to prevent homelessness.
   a. Expand the Homelessness Prevention System to prevent homelessness for an additional 7,000 households who are at risk by providing targeted financial assistance and supportive services.
   b. Provide targeted financial resources to prevent homelessness and eviction for severely rent-burdened residents living in existing affordable units.

3. Create a state-of-the-art supportive housing system.
   a. Center the voices of people who have lived experience of homelessness, especially people of color, in the policy and program design decisions of the supportive housing system.

b. Invest in professional development and competitive pay to attract and retain a highly qualified workforce of homeless service provider staff.
c. Incentivize hiring of people who have lived experience of homelessness to reflect the client population – especially people of color and LGBTQI+ persons.
d. Increase access to supportive housing programs for people of color by addressing racial bias in our system.

Strategy 3: Improve quality of life for unsheltered individuals & create healthier neighborhoods for all

The first two strategies of the plan seek to end and prevent homelessness for as many people as possible over the next five years. However, the reality is that many people will remain unhoused due to an extreme housing crisis and increasing income inequality. To address this immediate crisis in our community, we must begin by doubling our temporary housing and shelter capacity to serve 2,000 additional households each night and increase investment in health, safety and other basic services to better meet the needs of people living in unsheltered conditions and build connections to housing programs and safety net services offered throughout the County.

1. Double the number of year-round temporary housing beds and offer a variety of welcoming temporary housing options throughout the County.
   a. Build new partnerships to host emergency shelter, safe places to park and access services, and sanctioned encampments that are not swept and include hygiene and supportive services.
   b. Reduce barriers to shelter such as allowing for pets, storage of personal items, greater privacy, longer stays, and higher levels of safety for residents.
   c. Expand hours at new and existing shelters to remain open during the day.
   d. Ensure that all families with children under 18 years old who are unhoused have access to emergency shelter or temporary housing.
   e. Provide more public services in neighborhoods hosting emergency shelter or temporary housing programs.

2. Increase street outreach, hygiene services, and transportation options to match the needs of unsheltered residents.
   a. Increase access to basic hygiene resources, including bathrooms, showers, and laundry.
   b. Increase the number of free public transit passes and other transportation options for people who are unhoused to access services.
   c. Increase the number of street outreach staff working in encampments.
   d. Provide opportunities for people who have lived experience of homelessness to provide peer-to-peer support.

3. Increase mental health and substance use services.
   a. Increase the number of mobile crisis teams with clinical staff, and expand their hours to 24 hours a day, to support individuals experiencing severe mental health and substance use crises.
   b. Increase the number of beds available for substance use treatment and provide the follow-up supportive services needed to prevent relapses.
   c. Increase access to mental health treatment for people who are unhoused and struggling with mental illness.

4. Engage a cross-section of community partners to address the needs of unsheltered residents.

a. Increase outreach to City and County staff and business and neighborhood associations about available resources to assist people who are unhoused.
b. Engage the private sector to contribute funding to support health and safety services and shelter for people who are unhoused.
c. Increase coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution.
d. Create a referral system where unhoused residents can access information and services, such as available temporary housing and homeless services.

5. Ensure that community spaces are safe and welcoming for housed and unhoused residents.
   a. Partner with new private sector, community-based, and faith-based organizations to create safe and welcoming community spaces for unhoused people to access services during the day.
   b. Work with community organizations, cities, County agencies, and neighborhood associations to ensure that public spaces, such as parks, libraries, and community centers, remain clean, well-maintained, and welcoming to all.

ATTACHMENT

Attachment B

Community Engagement Opportunities in Fall 2019 and Winter 2020

The Community Plan's Steering Committee, Working Group, and Pillar Lead Agencies all recognized that robust community engagement was critical to ensuring diverse feedback, and to increase buy in and investment in the plan. To that end, a multi-pronged community engagement strategy was developed and deployed. Community engagement opportunities were being facilitated by HomeBase, as well as by the Lead Agencies and included:

- Subject Matter Expert Stakeholder Meetings (August and September)
  Topic Focus: Families, Single Adults, Youth/Young Adults, Domestic Violence

- Consumer and Community Engagement through Various Meetings and Focus Groups Including: Individuals with lived experience/Neighborhood and Business Associations (September/October)

- Key Stakeholder Interviews (September/October)
  Topic Focus: Lived Experience/Healthcare/Business/Philanthropy/ Government/Education

- Surveys to Solicit Consumer, Provider, and Community Member Feedback (October - December)

- Community Meetings in North, Central and South County (October)

  South County Meeting (Gilroy)
  Wednesday, October 2, 2019 6:00 – 8:00 P.M.
  Community Solutions
  Central County Meeting (San Jose)
  Thursday, October 3, 2019 6:00 – 8:00 P.M.
  Roosevelt Community Center
  North County Meeting (Mountain View)
  Thursday, October 10, 2019 6:00 – 8:00 P.M.
  Silicon Valley Community Foundation

- Community Meeting to get feedback on draft strategies and goals (January)

  Central County Meeting (San Jose)
  Monday, January 27, 2020 6:00 – 8:00 P.M.
  Roosevelt Community Center