

City of San José Implementation Plan

to the *Santa Clara County Community Plan to End Homelessness 2020-2025*

**Many Partners, One Team:
An Enterprise-wide Approach**



Introduction



This Implementation Plan aims to direct the City on a path to a better future in addressing homelessness. A path on which a person who needs help can find a home and an opportunity for a better tomorrow. A path that leads to mutual responsibility for a clean and welcoming community. This Plan will facilitate a shared vision of City departments working across traditional boundaries to deliver efficient, compassionate services that address homelessness for every community in San José.

This plan prioritizes the quality of life of all San José residents.

Long ago, the City of San José chose to be a partner and leader in regional efforts to address homelessness. It assumes specific roles in this crisis. One of those roles includes permanently ending a person's experience of homelessness by connecting them to a home and services. Another of those roles is to prevent as many people as possible from ever experiencing homelessness. These two roles are shared with regional partners, including the County of Santa Clara, the Santa Clara County Housing Authority, backbone agencies like Destination:Home, and an array of non-profit and philanthropic organizations throughout the region. Critically, these roles also rely on funding and other resources from the State of California and the United States government. Lasting success requires deep and ongoing collaboration across many partners.

The City also bears a unique responsibility to effectively manage the impacts of homelessness, obliging it to address the needs of unhoused residents, housed residents, the environment, our workers, the business community, and visitors. This role includes effectively managing the impacts of homelessness. Similar to preventing and ending homelessness, successfully managing these impacts requires multiple partners in addition to the ones already mentioned. The City must work with other government agencies in the region like Valley Water, Valley Transportation Authority, and Caltrans, among others, to collaborate on effective policies and initiatives. It must also work collaboratively with private property owners – both large and small – such as Union Pacific Railroad, Pacific Gas & Electric, and individual residential and commercial property owners. These collaborations help reduce harm to unhoused residents on the street, protect our natural resources such as our creeks and riparian areas, and they ensure that public spaces are welcoming, clean and safe for everyone in San José.

Background

The Implementation Plan integrates into a larger regional plan with shared strategies and goals, and includes specific elements that are unique to San José. Our vision – a San José for Everyone – grounds an inclusive approach and encourages all City departments to realize the vision. That vision – a San José for Everyone – helps ground not only an inclusive approach to this crisis but sets up why it is essential that all departments of the City engage in achieving that vision in their own way, but do so together.

What is the Community Plan to End Homelessness?

In 2020, government entities across Santa Clara County came together with people who have experienced homelessness, business and labor leaders, non-profit organizations and others to explore solutions and strategies to address homelessness. This resulted in the adoption of the Community Plan to End Homelessness 2020-2025 (CPTEH). The CPTEH is built on three core strategies:

STRATEGY 1



Address the root causes of homelessness through system and policy change

STRATEGY 2



Expand homelessness prevention and housing programs to meet the need

STRATEGY 3



Improve quality of life for unsheltered individuals and create healthy neighborhoods for all

These strategies were agreed upon after months of collaborative effort. They enable partners across the region to combine their resources, coordinate their efforts, and identify specific ways to address homelessness in the region.

In addition to the three strategies noted above, the regional CPTEH integrates the voices of people with lived experiences of homelessness and addresses racial inequities as guiding principles. Thus, new policies and programs include the expertise and perspectives of people with experiences of homelessness and addresses the disproportionately high rates of people of color who are experiencing homelessness.

Why Create an Implementation Plan?

As part of the adoption of the CPTEH, the City of San José committed to creating a clear vision for how the City would be a partner and leader in executing the CPTEH. This Implementation Plan further focuses the City's efforts and helps all City departments participate in and understand our shared approach. It also communicates the City's shared commitment to all residents and members of the community across San José and outlines the specific efforts of the many City employees who work daily to prevent and end homelessness and manage its impacts.

The Implementation Plan also helps create accountability and transparency by establishing City-specific actions and outcomes that can be tracked, measured, and push the City to continuous improvement and learning.

One critical point about the Implementation Plan outcomes for Fiscal Year 2023-24: they are based on existing resources in the current year budget allocation. Accordingly, departments have provided their best estimates of what can be accomplished through June 30, 2024, with these resources. Future year updates will be based on analyses of the resource allocations, related goals, and the City's economic conditions in those budget years.



The City of San José's Vision on Homelessness – a San José for Everyone

The City's vision for its shared approach to homelessness – a San José for Everyone – combines the direction of the elected leaders of the City, the professional expertise of City staff, and the compassion, will and desires of every person who calls San José home. This includes people who live in homes and people who are at risk of experiencing homelessness or already experiencing homelessness in shelters, temporary homes, in vehicles or RVs and on our streets.



The aligned City vision is built around the three strategies of the CPTEH and includes four specific principles:

End Suffering on the Street: Permanent and Temporary Homes and Safe Alternatives

Share and Protect Public Spaces: Embrace natural resources such as waterways while responsibly sharing public space. Balance providing access to spaces such as waterways, trails, parks and public plazas for all while maintaining clean, welcoming places

Expect Cleanliness: Hold each other accountable for having a clean community

Create Opportunity: Expand inclusive economic opportunities for upward mobility and security

Ending Suffering on the Street recognizes that our whole community benefits when people do not live in places that are unsafe or lack access to hygiene and support. We must work urgently to get everyone out of these unsafe, unsupported locations. The City has taken a strong leadership role both in funding permanent solutions and in developing interim communities, as well as other safe alternatives that provide basic support on a path to permanence. This principle anchors a further commitment to a full continuum for people.

Sharing and Protecting Public Spaces is a principle that starts with welcoming everyone in our public domain. Several City departments demonstrate this value such as the Library's Holistic Library Initiative described further below. While we must share libraries, parks, waterways, trails and plazas equally, we must also protect public spaces. This means making them safe – for unhoused residents to be free from harassment or violence and for all residents to use these public spaces for their intended purposes. In the example of our natural resources, that protection must include decreasing the harmful pollution and debris that enters our waterways.

We must **Expect Cleanliness** of each other. This principle means holding contractors and people with homes accountable when they dump their belongings, vehicles and waste into or near encampments. It also means embracing a common ethos exemplified by the #BSJProud motto – and ensuring that all residents regardless of their circumstance need to use trash receptacles and keep the places they live clean. The City provides sanitation service both to homes, public spaces and to encampment locations to prevent rodents and subsequent infectious diseases that can thrive in unsanitary conditions. The City needs all residents and businesses to do their part in ensuring a clean and welcoming city.

Creating Opportunity is a principle about going “upstream” – providing support before a crisis threatens a person's housing - to prevent the conditions that ever lead to homelessness in the first place. The extreme lack of affordable housing must continue to be addressed by adding more deeply affordable homes. But the City can also help even more by having focused, collaborative efforts to increase upward mobility and economic inclusion for families and individuals who might otherwise experience homelessness. This includes access to the many unfilled livable wage jobs working for City government, building economically resilient neighborhoods, leveraging existing public purchasing in historically challenged communities and other ways to support working families and new small businesses.



Foundation

The City is uniquely structured with foundational principles to address the homelessness crisis. All aspects of reducing and ending homelessness require partnerships with regional organizations, the business community, partners in labor, the non-profit community, neighbors and, of course, engaging people experiencing homelessness directly. To be successful in a sustainable way, the City must design its response using systems principles, deepen its approach to prevention, and shore up data capacity to understand current and future needs.

Through a Systems Lens: Depending on Each Other

Many systems impact homelessness. The region's supportive housing system is a collection of government and other entities that work collaboratively to deliver more permanent affordable housing, improve supportive services, and prevent homelessness, among other efforts. The healthcare system, an increasingly big presence in addressing homelessness, combines direct healthcare, education, and reimbursement for many housing-related services to play an important role in addressing the crisis.

The 22 City departments and offices function as a system in a technical sense that has important implications for this work. A good working definition of a system includes two attributes:

1. A collection of interdependent elements (in this case departments), that
2. When combined appropriately lead to an outcome that is uniquely different than any of the departments could achieve acting alone.¹

In the context of City government, that interdependence is evidenced by the range of departments involved in addressing issues related to homelessness. The uniquely different outcome that our City can produce is maximizing quality of life for all residents.

The following diagram illustrates the City's interdependent system of departments.

1. System Evaluation Theory, pg 22-24, Ralph Renger, Information Age Publishing, ©2022



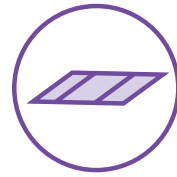
Parks, Recreation,
and Neighborhood Services



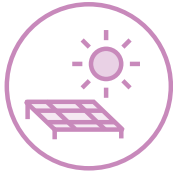
City Library



Office of Economic Development
and Cultural Affairs



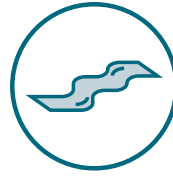
Transportation



Clean Energy



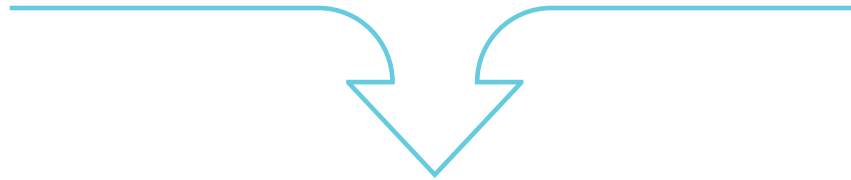
Housing



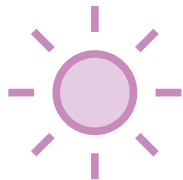
Environmental Services



Police



Collaboration creates a high
quality of life for all.



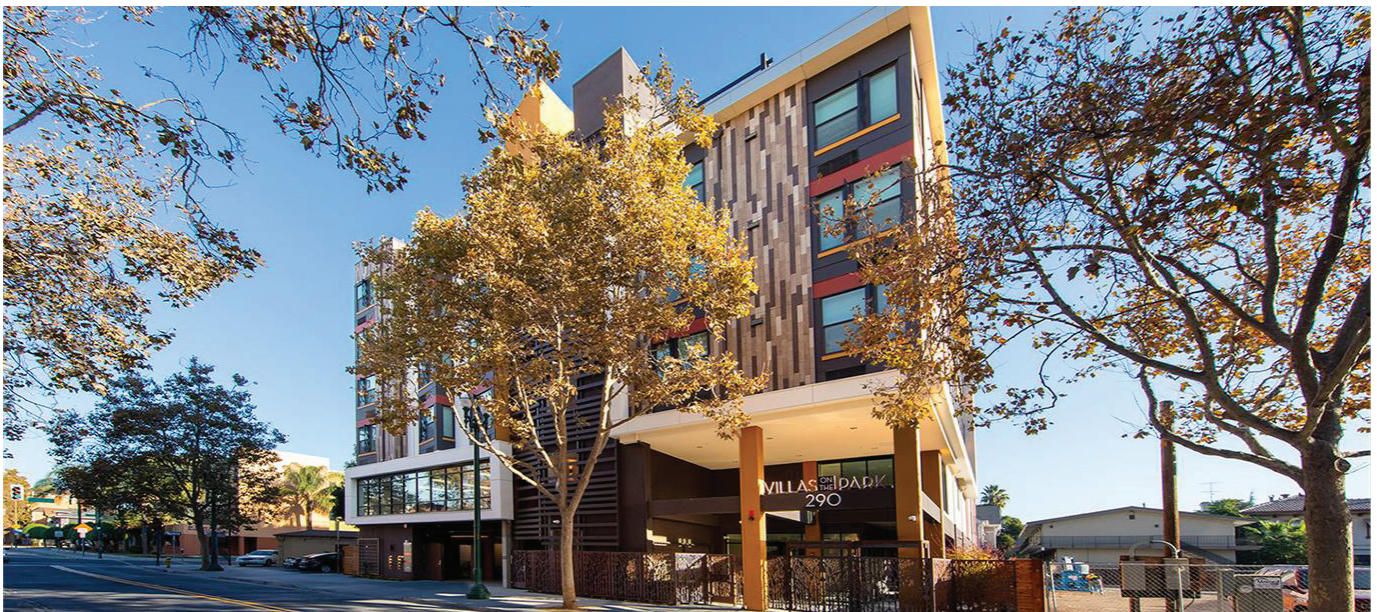


Combination of effort is the One Team approach necessary for success.

To the right is a picture of an RV that is being lived in. The person in that vehicle may be cold and hungry. They may have health and social service needs and even basic needs to use the restroom or take a shower, and they likely have trash they need to dispose of. The location may not be safe. This scenario requires the City's Housing, Parks, Recreation and Neighborhood Services and possibly Department of Transportation or the Police Department to all work in concert. If the location is in a residential neighborhood or next to a small business, there may be challenges for neighbors dealing with trash or unsafe materials. In some instances, businesses are unable to secure insurance due to fire or theft issues and it may impact operations. This may involve the same City departments as well as the Fire Department, Economic Development and potentially Environmental Services. To provide a robust approach that addresses the quality of life of all parties, all of these departments must work together – and potentially engage partners at Santa Clara County and the non-profit community – to resolve the complex issues. This combination of effort is the One Team approach necessary for success. And it shows the interdependent nature of the City's work.



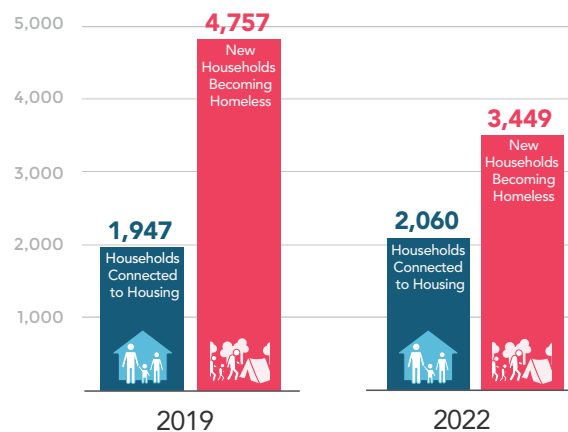
Any one of the above departments can complete its specific work, more or less, solely with its own resources. But the overarching goal – a cohesive resolution to a specific vehicle encampment that supports the people living in the vehicles while helping address their homelessness or moving them to an acceptable location, restoring cleanliness and protecting the environment – is not possible alone. Understanding the City as an interdependent system is valuable so that teams in all departments can see themselves as part of the solution to addressing homelessness in a comprehensive way.



Leveraging the One Team Approach

The City's One Team approach starts with people. The City has dedicated millions of dollars to prevent people from ever experiencing homelessness, to support their journey to housing when they lose their homes, and to help them successfully remain in a permanent home once one is identified. Despite significant efforts in coordination with our regional partners, the numbers in the chart below make one point clear: too many people are losing their homes faster than we can help them find and maintain housing.

Households Connected to Housing VS New Households Becoming Homeless



For every **1** household housed, another **2.5** became homeless For every **1** household housed, another **1.7** became homeless

Source: Santa Clara County Community Plan to End Homelessness 2020-2025

Inflow is the number of households who are newly experiencing homelessness compared to those who exit homelessness in the same time period. As a result of this imbalance between the available homes and the number of people living in places not meant for human habitation, the City also must manage the impacts of homelessness. This means finding ways to better support people while they are living outside. It also means better management of where people live while they look for housing and what supportive services, hygiene care, and connection to workforce and other resources the City and our partners make available. Further, it means providing the same type of trash services that people in homes receive – and ensuring the same type of accountability for cleanliness – so that we help ensure healthy neighborhoods for all San José residents.

The City seeks to ensure this Implementation Plan is more than a document that sits on a shelf. To achieve this, the Implementation Plan includes three essential components.

1

Integration with Community Plan

First, there is a direct tie to specific strategies and categories of the CPTEH so that this work is anchored in our regional agreement.

2

Clear Accountability

Second, each action the City is taking is tied to a specific department so that the responsibility for leading the team success for a given outcome is clear.

3

Measurable Outcomes

Third, each action includes a measurable outcome that will be reported publicly on an annual basis. This accountability is not about blame or credit, it is about progress, learning and leveraging our experiences to push forward.

These combined roles – preventing and ending homelessness and managing its impacts – require coordination and a One Team approach. Every department of the city government has been called upon to evaluate their current and future roles in support of a single, aligned enterprise-wide approach.

Holistic Indicators of Progress

As the City of San José continues to move towards a robust, One Team approach to addressing homelessness, one key component of this work is developing ways to understand our progress and our challenges. To that end, the City is in the early stages of developing a set of Holistic City Progress Indicators. These Indicators may cover several domains:



Quality of Life



Housing



Safety



Economic



Public Space



Environment

The six domains listed above are intended to cover most aspects of life in the city, again focusing on the vision of a San José for Everyone. Importantly, each domain includes one key indicator that is specific to the well-being of people experiencing or at risk of homelessness, and one key indicator that applies to all members of the community (or, in some instances, to land or other physical objects within the city limits). The Key Holistic City Progress Indicators allow all members of the public to understand the progress and areas that need improvement related to homelessness in a measurable and actionable way. This will foster accountability and inform decision making.

In the months after the release of the Implementation Plan, City staff will work with a range of groups, including members of the community who are experiencing or have experienced homelessness in San José, neighborhood and business groups, organized labor, service providers, the County and other regional partners to develop appropriate indicators within the City's control to track and report on an ongoing basis.

Four Key Departmental Roles

While a more detailed list of departmental roles and commitments is included in **Attachment A**, the Action and Outcomes Tables, four departments with specific bodies of work exemplify the breadth of the City's role: Economic Development and Cultural Affairs, the City Library, Housing, and Parks, Recreation and Neighborhood Services.

Office of Economic Development and Cultural Affairs

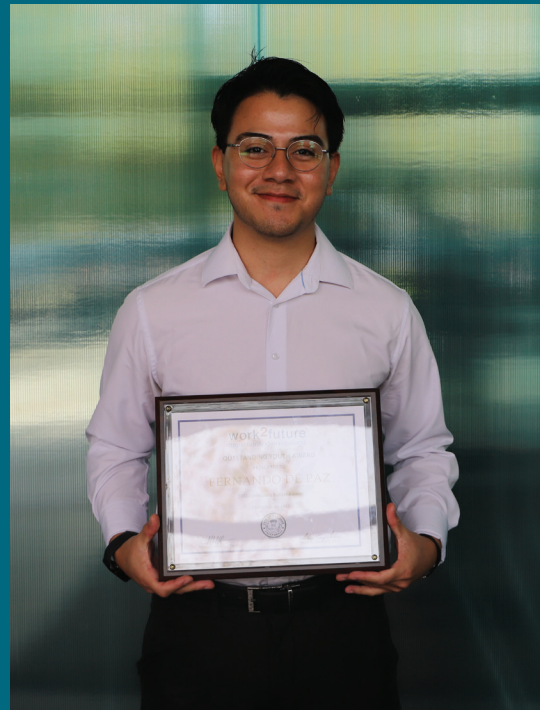
The City's Office of Economic Development and Cultural Affairs (OEDCA) is in a unique position to support homelessness prevention and help people who are experiencing homelessness get access to training and livable wage jobs. The work2future workforce development board, located in OEDCA, serves over 1,800 youth and adult job seekers annually. Most of the agency's clients have multiple barriers to employment - including unstable housing, very low income, and/or long-term unemployment. Clients receive a wide array of trainings and paid work experience opportunities, job counseling, job readiness workshops and supportive services (transportation assistance, clothing, etc.) and referrals to wrap around services. The agency has historically placed the majority of its clients into demand occupations/sectors related to information technology, advanced manufacturing, healthcare, construction and the trades, and accounting and finance. Work2future focuses on placement in high wage and high growth careers to facilitate and encourage resilience in Silicon Valley, a region known for its high cost of living.

Looking ahead, work2future hopes to expand and engage more directly in serving those that are unstably housed and at risk of becoming homeless by a) developing targeted partnerships with agencies that specialize in serving these populations and that can make appropriate referrals and provide co-enrollment opportunities for their clients to access work2future services, b) learning about best and emerging new practices around the U.S. related to providing workforce services to unstably housed individuals (as perhaps facilitated through staff participation in the Upwardly Mobility Initiative Learning Network offered by the Urban Institute) and c) developing the analytical tools, systems and staff expertise to understand better the nature of the barriers and obstacles faced by these clients, implementing possible service delivery enhancements and tapping into expanded and innovative funding strategies to provide an enhanced/expanded level of services to these populations.

In addition, OEDCA's Business Development Unit continues to connect small business owners with available City and County resources when they encounter homeless and social service-related quality of life concerns affecting business operations.

“He “finally felt connected, at peace and a part of the community”

Fernando, a 24 year old immigrant from Central America, came to the San José area with his mom three years ago. He spent his first few years working in part-time, temporary jobs and living in a variety of unstable housing situations. Fernando attended one of work2future's job fairs and decided to take full advantage of the available career counseling, job readiness trainings and job placement support. He also attended a web design training supported by work2future and upon completion obtained a job working with the Information Technology Department of a large hospitality chain. With his steady, higher salary he was able to secure stable housing for his mom and himself. As he shared with his work2future case manager at the time, he “finally felt connected, at peace and a part of the community”. Fernando is now enrolled at Mission College. Just as exciting, he works at the Stanford Science Department supporting artificial intelligence-based research focused on combating various life-threatening medical conditions.



City Library

The City Library is a shared public resource that receives hundreds of people experiencing homelessness each year to utilize services in our community. The Library's Holistic Library Initiative seeks to expand the Library's involvement and support for the housing-insecure population at branch locations with higher concentrations of unhoused individuals. Since 2022, social work partners provide brief supportive service consultations at priority library branches. Library staff also develop programming as requested by people experiencing housing vulnerability to include socialization spaces such as "Coffee and Conversation," housing resource fairs to provide basic hygiene kits and tabling by local community-based organizations, as well as job fairs featuring employers who value lived experience.

Subject to resource availability, the Library continues to explore ways to partner with the county's supportive housing system to ensure unhoused residents can have greater direct access to their own housing and supportive services information.

***"I had been trying so hard to get a job.
Now I can finally breathe."***

In 2022-2023, San José Public Library staff partnered with local nonprofit People Assisting the Homeless (PATH) to host job fairs, strategically engaging with employers who can accommodate traditional barriers to employment such as resume gaps and previous involvement with the justice system. During the May 2023 job fair, one participant received a job offer on the spot from one of the featured employers. Overcome with joy, the participant tearfully shared, "I had been trying so hard to get a job. Now I can finally breathe."



Housing Department

The City's Housing Department oversees the majority of the City's prevention, outreach, direct services and housing for people experiencing homelessness. It is one of several important connection points between the City and our regional partners focused on addressing homelessness. The Housing Department's mission is to strengthen and revitalize our community through housing and neighborhood investment. The Department's teams and programs help thousands of residents at risk of homelessness remain housed, and help thousands more who were already living on the street find safe, dignified housing. A major function of the Housing Department is its work as a funder. The Department uses numerous financing vehicles to bring new deeply affordable multi-family housing to fruition and rehabilitate older affordable housing. The Department also funds grants for nonprofits to develop and provide social services, homelessness response programs, and street-based emergency programs and services for people experiencing unsheltered homelessness. Additionally, the Department is a primary funding partner with County of Santa Clara and Destination: Home for the regional homeless prevention system. The Department oversees a range of other critical programs and initiatives, including eviction prevention and diversion, rent control and stabilization programs for apartments and mobile homes, and the City's Ellis Act Ordinance, which protects the City's supply of affordable rental housing.

***“Their encampment was at risk of flooding during the winter storms in January 2023.*”**

Homeless outreach and engagement teams met Veronica and Alvaro along a creek in San José. Their encampment was at risk of flooding during the winter storms in January 2023. The couple was evacuated and quickly enrolled in the Rue Ferrari Emergency Interim Housing program. Veronica and Alvaro took advantage of the vast supportive services available onsite, including individualized case management. Their case manager helped them navigate the homeless service system and healthcare system since Veronica suffers from chronic pain. The couple learned they were eligible for long term housing support and were referred to a permanent supportive housing program. Coordinating closely with their housing specialist, Veronica and Alvaro secured a 1-bedroom apartment in San José. The couple received financial assistance for a security deposit, furniture needed to fill the unit, and an array of household and cleaning items. After years of experiencing homelessness and a few months at Rue Ferrari, Veronica and Alvaro are now safe and thriving in their affordable rent-subsidized housing unit.



Parks, Recreation and Neighborhood Services

San José's Parks, Recreation and Neighborhood Services (PRNS) Department contributes to the City's overall efforts to prevent and end homelessness and manage its impacts in a variety of ways. Several of the most visible efforts involve Beautify San Jose (BSJ), in the Community Services Division. BSJ hired a range of employees from diverse backgrounds, many of whom have specific trauma-informed training and experience working with vulnerable communities and gang-involved youth. Those workers provide high-quality service in several ways. First, they provide weekly trash service to people living in encampments across more than 100 locations in every part of the City. Just as people who live in homes would have trash accumulation without regular service, the City recognized that people experiencing unsheltered homelessness would have a similar challenge without this critical support. Second, BSJ created one of the nation's first Cash4Trash programs, leveraging positive relationships with unhoused residents to compensate them directly for helping keep our public spaces clean. Third, in service of the Mayor and Council's adopted Encampment Management Strategy, the BSJ team ensures that unhoused residents adhere to the Good Neighbor Policy regarding encampment size and, when necessary for safety or camping in areas not permitted by the City, as a last resort BSJ abates encampments to clear them from certain areas.

The BSJ team also manages two other critical supports for people experiencing homelessness in unsheltered locations such as on the street or in a vehicle. It established the Recreational Vehicle Pollution Prevention Program (RVP3)

to provide relief and proper disposal of biowaste for many of the more than 770 lived-in RVs in San José. In addition, BSJ launched a waterways team to further partner on the delivery of critical services and protection of San José natural resources along specific waterways in the City.

The role of PRNS is quite broad, however, and it also engages with residents in other ways that can prevent homelessness and manage its impacts. For example, as part of the Children and Youth Master Plan, PRNS has incorporated themes of economic equity and mobility that include a specific focus on families at-risk of experiencing homelessness, as well as other extremely low-income households. In addition, with trained staff in Community Centers and Parks across the City, PRNS staff contribute to the City's role in creating welcoming public spaces for everyone, including people experiencing homelessness who may need to access these important public resources during normal business hours. PRNS goes a step further in its commitment to the City's One Team approach by coordinating the Overnight Warming Locations and, in the case of emergencies, supporting usage of Community and Recreational Centers as alternatives for people experiencing homelessness to utilize when extreme danger makes the places in which they had been living unsafe to remain.

These examples demonstrate a robust and broad collection of roles carried out by PRNS.

“Thank you so much for doing this, I really needed it and am grateful.”

In 2023 the BeautifySJ Team launched a Pilot, Recreational Vehicle Pollution Prevention Program (RVP3), to support unhoused residents and promote healthy neighborhoods by removing biowaste from recreational and lived-in vehicles. This sanitation program enhances our encampment services to those experiencing homelessness. As of 2023, this program services approximately 150 lived-in vehicles. Behind the program logistics, though, are the deep emotional responses of both city staff and the community's unhoused residents. One BeautifySJ staff person recalled an unhoused resident saying, through tears of appreciation, how grateful he was for the help. The expression of gratitude brightened the staff's day. As people seek more permanent solutions, the team continues to explore ways to scale the program and provide more support, resources pending.



Other Significant Departmental Roles

Department of Transportation

The Department of Transportation's (DOT) core services focus on ensuring roadways are safe and accessible for all roadway users, including pedestrians, motorists, and bicycle riders, both housed and unhoused. It's Vision Zero initiative seeks to reduce and eventually eliminate traffic fatalities on city streets. Included in this work is a commitment to reduce traffic fatalities and injuries among unhoused residents. Between 2018-2022, San José experienced a loss of 51 unhoused individuals to traffic fatalities. The data found that unhoused traffic fatalities more than tripled from 5 in 2018 to 17 in 2021, where 71% are pedestrians, 82% occurring at night (between 9pm and 1am), and 92% of the victims and drivers involved in those crashes were not intoxicated and/or driving under the influence.

In addition to redesigning roads to improve walkability and speed limit compliance, DOT continues to increase education and engagement work with unhoused communities to distribute walk-safe gears, encourage safe walking strategies, and better understand the unhoused San Joséans' lived experience. DOT Vision Zero is using these insights to evaluate for safety treatments near encampments, apply for grant funded projects, expand outreach, and improve effectiveness of traffic safety education strategies.

DOT also provides important support for managing the significant number of lived-in vehicles on City streets and has a shared goal with other departments to better support and minimize risk for the unhoused residents living on and near corridors where there are frequent fatal and severe injury crashes.

Environmental Services Department

The Environmental Services Department supports City departments in our collective efforts to meet, or exceed, the water quality requirements outlined in the Clean Water Act, within the legal boundaries of the Department's available funding sources. Our waterways are critical to the health of our community and environment as well as provide a much needed natural respite from our over paved community. In addition, the waterways connect and feed into the beautiful San Francisco Bay, and ensuring we continue to invest and improve water quality are key to the regions' health. Exploring and interacting with our local natural habitat creates opportunity for our community to recreate, meditate and reenergize, therefore the City is deeply committed in protecting and improving this irreplaceable gem. In addition, the Environmental Services Department oversees and monitors City owned closed landfills. These large parcels of land, ranging from 11 acres to 80 acres, could potentially provide opportunity to support our unhoused residents in the future. The Environmental Services Department will collaborate with Housing and Parks Recreation and Neighborhood Services to ensure equipment located at City owned closed landfills are protected and safe from vandalism and theft as well as explore opportunities to use these assets to support community goals.

Police and Fire Department

The City's primary public safety partners, San José Fire Department and San José Police Department, provide a mixture of services that help the City address the homelessness crisis. The Fire Department responds to fires throughout the city, including in encampment locations, and provides critical emergency medical services. It also provides focused fire prevention support by identifying areas that must be cleared of vegetation to reduce risk of loss of life, including to unhoused residents or others who may be at risk. The San José Police Department has a complex role in addressing homelessness. The Police Department enforces laws that protect all residents. In the context of homelessness, the Department is developing a goal to reduce violence involving unhoused residents – both violent crimes committed against unhoused residents and those committed by unhoused residents. This recognizes that unhoused residents are far more frequently the victims of violent crime than the perpetrators, but also that the Police have an obligation to enforce the laws equally.

Energy Department

The City's Energy Department, as administrators of San José Clean Energy (SJCE), seeks to improve energy affordability and reduce customer disconnections of electricity service. SJCE generates the clean electricity that PG&E delivers to homes and businesses over its distribution system. San José's Energy Department has developed several programs to lower electricity bills of the most vulnerable residents and increase access to clean energy. Through SJ Cares, San José's lowest income households, about 22% of SJCE customers or 77,000 households, receive a 10% discount on monthly SJCE electricity charges. More than 800 customers who qualify for this discount and live in a community with high levels of environmental pollution receive an additional 20% bill discount and 100% solar energy through SJCE's Solar Access Program.

As the electricity distribution provider, PG&E holds responsibility for disconnecting customers for non-payment. The Energy Department tracks customer disconnections and is developing initiatives to connect customers with resources to avoid disconnection. Energy Department staff are developing a program in partnership with a community partner agency to provide utility assistance to households at risk of experiencing homelessness. Pending Council approval, the Energy Department will propose to invest \$1M annually to provide utility assistance to more than 1,000 customers receiving rental relief through a community partner agency to erase any arrearages and pay forward a few months of electricity bills. The above examples provide an expanded view of the roles the city government plays with regard to the homelessness crisis. These examples are not exhaustive, as there are efforts in many other Departments. However, these examples help demonstrate the importance of the One Team approach to homelessness in San José.

The Importance of Preventing Homelessness

In high-cost communities like San José and Santa Clara County, reducing unsheltered homelessness specifically, and all forms of homelessness more broadly, requires deepening a focus on preventing experiences of homelessness. Prevention is among the most powerful tools available to the City and its partners and there are two major forms of prevention that demand greater attention to accelerate decreases in homelessness: Point of Crisis Prevention and Upstream or Primary Prevention. For the City to make long-term and sustained progress it must not only continue to add permanent affordable housing and temporary shelter options, it must address additional opportunities to prevent new households – and those exiting custodial setting or previously having been without a home – from experiencing homelessness.

Point of Crisis Prevention

Homelessness prevention activities that focus on the critical time of a crisis are those designed to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. As noted above in the Housing Department overview, the City of San José currently contributes to the regional Homelessness Prevention System (HPS) that includes key partners such as County of Santa Clara, Destination: Home, the Santa Clara County Housing Authority and non-profit organizations such as Sacred Heart Community Services and the Bill Wilson Center. The HPS is one of the most

successful and coordinated prevention systems in any major area in California. It leverages the Homelessness Prevention Assessment Tool (HPAT) to help workers identify a person's needs and provide financial assistance prior to the person losing their housing.

The HPS was the subject of a Randomized Control Trial study to evaluate its effectiveness at keeping people housed. The results were conclusive about the success and in line with a growing body of evidence that financial assistance at the point of crisis is not merely a short-term fix, but has profound and lasting impacts.²

THE HOMELESSNESS PREVENTION SYSTEM TODAY

OUR SYSTEM PARTNERS



ASSISTANCE AVAILABLE



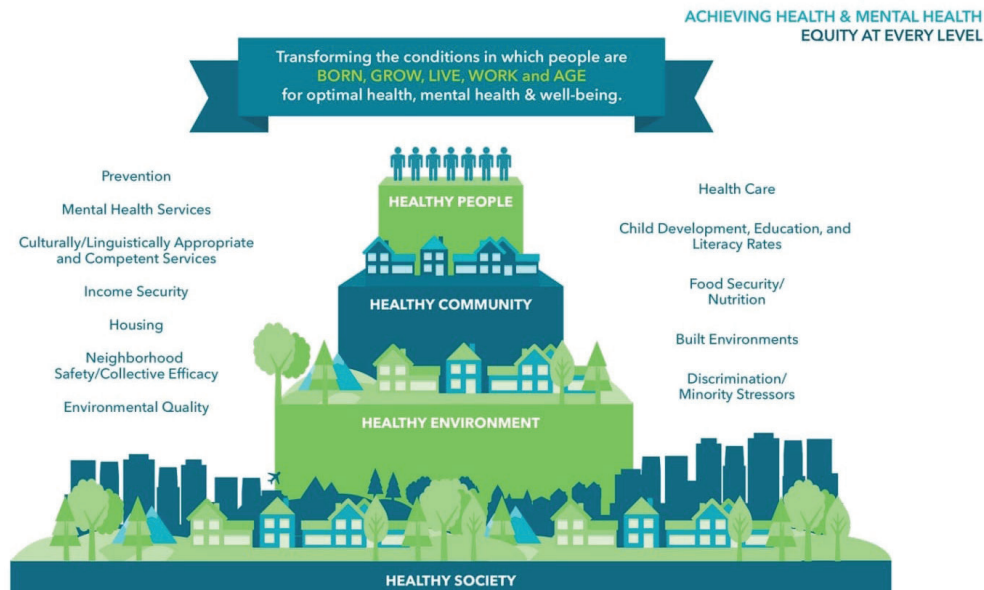
Source: Destination Home

2. Do Homelessness Prevention Program Prevent Homelessness? Evidence from a Randomized Control Trial. The Review of Economics and Statistics 1-30, David C. Phillips, James X. Sullivan, May 29, 2023. https://doi.org/10.1162/rest_a_01344

Upstream/Primary Prevention

This type of prevention involves addressing root causes before the conditions that create imminent risk of losing one's home occur. The conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning and quality-of-life outcomes and risks are known as the Social Determinants of Health.³ These can be grouped into five domains, including

economic stability, education access and quality, healthcare access and quality, neighborhood and built environment, and social and community context. The City of San José does not have a direct role in all of these domains, but partners with the entities that lead those domains to push for positive outcomes for every resident.



Source: California Department of Public Health, Office of Health Equity

One challenge in leveraging upstream or primary prevention is that the further away from the moment of crisis, the more difficult it is to identify which households are most likely to experience homelessness. As a result, investing resources earlier in a person's life can have a profound impact on their success, but may not be targeted well for just the people who would have ended up losing their housing. Despite the difficulty in targeting, there have been multiple studies demonstrating that because shelter interventions are costly, even imperfectly targeted interventions that may help seven out of ten people who would not have experienced homelessness and three who would have, are nevertheless cost-effective options.⁴

The City has many departments whose work influences these upstream factors that can limit the chances that a household experiences homelessness. While there is no substitute for deeply affordable permanent homes, increasing the economic and social well-being of households as early as possible can increase affordability by helping people access family-sustaining incomes. Whether it is the work of the City Library, the Housing Department, the Office of Economic Development and Cultural Affairs or others, the City's One

Team approach includes many opportunities to lift up all San José residents. Together with our regional partners, the City has profound opportunities to continue work around alternatives to incarceration, Critical Time Intervention for people discharging from the healthcare system, and even partnering to support youth exiting the foster care system in partnership with County of Santa Clara to increase opportunities to prevent homelessness.

“There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they are falling in.”

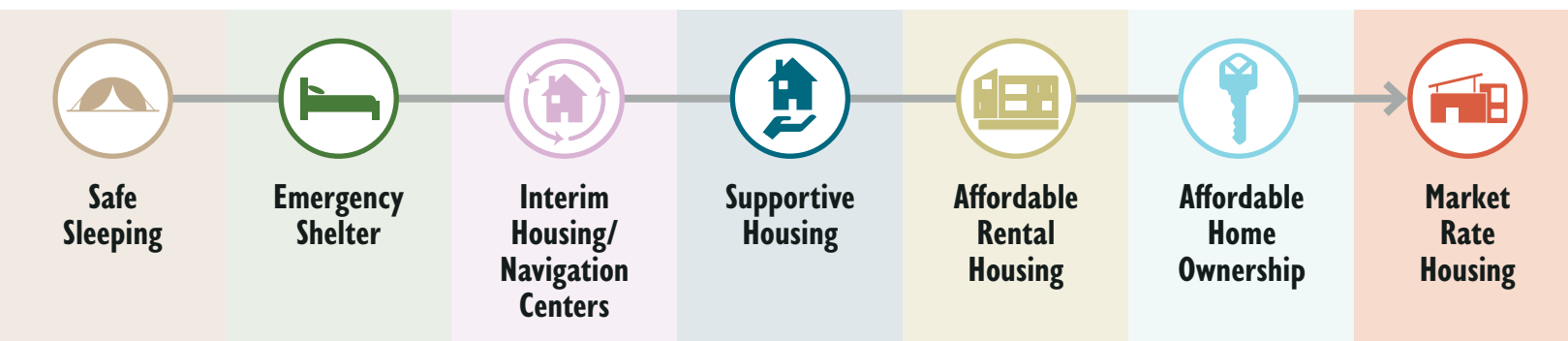
-attributed to Desmond Tutu

3. Healthy People 2030, Office of Disease Prevention and Health Promotion, Definition of Social Determinants of Health: <https://health.gov/healthypeople/priority-areas/social-determinants-health>

4. Science. The impact of Homelessness Prevention Programs on Homelessness; Evans, Sullivan, Wallskog; <https://niihc.org/sites/default/files/Impact-of-homelessness-prevention.pdf>

Modeling Supply: How Much Housing Do We Need?

There is a continuum of housing need. The most important type for long-term success at ending homelessness is permanent, deeply affordable housing. Regionally, entities have modeled the amount of permanent housing necessary to end homelessness prior to the release of the current Community Plan. That work is ongoing in light of the changing dynamics in our community.



Safe Sleeping

Safe sleeping sites provide basic services in a managed setting for individuals lacking a fixed, regular, and adequate nighttime residence.

Emergency Shelter

Temporary, short-term housing for individuals experiencing homelessness.

Interim Housing/Navigation Centers

Interim housing/navigation centers provide assistance that helps individuals transition from homelessness to permanent housing.

Supportive Housing

Affordable housing coupled with supportive services that enable residents to stay healthy and housed.

Affordable Rental Housing

Long-term/permanent housing assistance that uses rental subsidies to make the rent affordable to the tenant.

Affordable Home Ownership

Homeownership assistance program providing financial assistance and subsidies to homebuyers.

Market Rate Housing

Market rate housing that is affordable for individuals without housing subsidy or assistance.

In addition to the permanent housing need, modeling can also benefit our ability to understand the need for temporary housing such as shelter or interim housing and for specialty housing such as for health needs like recuperative care or residential treatment or other essential options. Through the Rand Corporation, County of Santa Clara produced a study of the amount of need for some of these types of beds for the region in 2023.⁵ One of the goals of this Implementation Plan is to help the City of San José drive towards an updated model of what resourcing would be needed to lead to dramatic and sustained reductions in unsheltered and sheltered homelessness in San José.

In addition to the temporary, permanent, and specialty housing the City needs to reduce and end homelessness, there is also a need for basic needs services and sleeping locations that reduce harm to people while living on the street while addressing the City's need to manage its many other obligations. Cities are responsible for environmental mandates, compliance with laws regarding disability access and safety of public property, and a host of other competing obligations. None of these obligations is waived or granted exemption because the federal government has not supplied sufficient funding for more housing. As a result, while the City urgently sets goals for permanent and temporary housing and partnering with the County and others for specialty housing needs, it must also assess how to provide safe sleeping alternatives that improve people's lives on the street while meeting these other needs.

As part of the Implementation Plan, the City will work across departments and regional partners to understand the magnitude of need across this continuum to determine ongoing targets.

5. Psychiatric and Substance Use Disorder Bed Capacity, Need, and Shortage Estimates in Santa Clara County, California. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1824-4.html.

Managing the Impacts of Homelessness: Improving data and consistency

Many of the most impactful aspects of homelessness relate to people lacking safe, appropriate shelter. This leads to many harms for people living outside, such as exposure to elements, disconnection from the system of support, and violent victimization due to crimes committed against unhoused people. It also leads to harms in other parts of the community related to environmental challenges, waste that cannot be properly disposed, and impeded access to public facilities.

The City is using its One Team approach to improve how we engage the community, understand critical data, and manage public spaces and natural resources while respecting every member of the community. There are two important ways that these enhancements are part of this Implementation Plan and the subsequent work: Approaches to Encampments and Data Enhancements.

Approaches to Encampments: Consistent Definitions and Evolving Practices

A great deal of attention has been paid to understanding the needs of people living in encampments by national organizations and at the local level.⁶ Increasingly, these efforts include engaging people living in encampments to understand firsthand what needs they identify as important. To this end, the City has expanded its direct interaction with people experiencing homelessness through the ‘Your Voice, Your Input’ series of sessions that are direct conversations with people currently experiencing homelessness to learn and incorporate their perspectives in informing decisions. The City continues to evolve its approaches to managing encampment locations and working with people who live in encampments. For example, the City’s Parks, Recreation and Neighborhood Services (PRNS) Department is working with the County Office of Supportive Housing to establish Homeless Management Information System (HMIS) access for several Beautify San José staff. This enables workers who develop good relationships with people to better connect them to resources and support, including connecting with the County when housing resources become available.

One important evolution within the City is the development of a common set of definitions of what constitutes various types of encampments. Historically, encampments have been loosely defined. For example, one department might treat an area of dozens of people over a mile stretch as one encampment while another may have viewed it as six small encampments. This lack of consistency can lead to difficulty with analysis, challenges with budgeting appropriate resources, and even make it difficult to find and support people in ways that can help them exit homelessness.

The City worked across departments to develop a common set of definitions that will help guide its analysis and resource efforts.

Common Encampment Definition Series

This initial encampment definition, developed in 2023, has two key purposes. First, it will allow staff from different departments to have a common understanding of what physical location they are discussing when uniquely identifying an encampment. Second, it will help the City improve data analysis and budgeting for future resource needs by better understanding what the resource needs are at various locations in a consistent way.

Having this level of detail will, over time, enable the City to get the right level of resources to an encampment – whether those are services for unhoused residents, safety resources, or other site-specific items.

The definition includes two parts. Part I is a set of characteristics common to all encampments in the City of San José. Part II, however, is a set of tiers that allows City Departments to better understand resource needs, specific challenges, and planning for response and engagement.

6. Exploring homelessness among people living in encampments and cost. Dept of Housing and Urban Development Office of Policy and Research: <https://www.huduser.gov/portal/sites/default/files/pdf/Exploring-Homelessness-Among-People.pdf>

Part I – Characteristics of all encampments

1. Includes at least one person
2. Includes at least 1 lived-in structure (tent, vehicle, self-construction, etc.)
3. People living a distance of 150 feet or less **and** not separated by a physical boundary (e.g. river, road, train track, etc.) are part of the same encampment



Part II – Definition tiers for further clarification

The tier system further classifies encampments into small/low intensity (Tier 1), medium/moderate intensity (Tier 2) and large/high intensity (Tier 3). Examples of the types of items that differentiate these tiers include:

- Compliance with Good Neighbor Policy
- Number of vehicles, trailers, or bulk items present
- Safety related issues



Data Enhancements: Cross-departmental Work and Data Governance

Another important effort is the development, at the enterprise or citywide level, of a data governance structure and mechanism for improving customer service with better understanding of the needs in the community. In the context of homelessness, these data efforts seek to help the City understand how many people are experiencing unsheltered homelessness and in what parts of the city. The impact of these efforts include:

1

Enables the City to better manage community engagement as questions arise about encampment locations

2

Improves the understanding of timelines for support or, when needed, enhanced clean-up or abatement.

3

Allows improved analysis and monitoring of progress towards decreasing the number of people living in unsheltered locations across the city.

Looking Ahead: Substantial Opportunities and Challenges

The City remains focused and vigilant on increasing its urgent action to continue and expand implementing the Community Plan to End Homelessness now. However, it is also clear that there are substantial opportunities and challenges in the future that the City and its partners must be aware of, take advantage of, or in some cases take care to plan for in advance.

Opportunities

San José is fortunate to have strong regional partners. One substantial future opportunity is to deepen our relationship and expand connections between City services and all aspects of County government. This may be with public safety partners, support for children and families or even the County's substantial work in support of older adults. The State of California presents another substantial opportunity as it continues to expand the role of the healthcare system in supporting the housing needs of people experiencing homelessness. Positioning the City as a partner, advocating for appropriate reimbursement levels, and aligning to ensure local providers are best positioned to leverage these healthcare-related housing resources will be an essential opportunity on which to capitalize as the region looks towards its next wave of planning.

Another set of key opportunities is around greater exploration of low-cost housing solutions that have worked in other communities. Co-living, sometimes referred to as “shared housing” or “host homes”, is a form of roommate dynamic that has been leveraged in multiple communities across the country.⁷ It is even being used – with a 0% recidivism rate – by some non-profit organizations to support many people exiting jail and prison.⁸ The City must continue to support permanent affordable housing for people with extremely low incomes while also broadening to embrace an “all of the above” approach.

Challenges

Under the Clean Water Act, the United States Environmental Protection Agency (EPA), through the California Water Resources Control Board, has mandated that the City of San José comply with a Municipal Regional Stormwater Permit. The most recent permit places increasing emphasis on dealing with issues arising from unhoused people living in waterways, including eliminating pollution into waterways. Failure to comply with the Municipal Regional Stormwater Permit could potentially result in significant fines and penalties. The dictates of this permit may cause a fundamental shift in where hundreds (and potentially thousands) of people experience homelessness in San José live while more housing is being built.

In addition, the lack of available places to receive consistent care for substance use disorder and mental and physical health needs already has profound impacts. The challenges involving the potency and lethality of fentanyl, while not at the magnitude of other California cities, are likely to grow. As such, there is a substantial threat to progress in identifying how the public and private sectors can develop new ways to fund and deliver this critical care moving forward.

7. Shared Housing: Challenges, Best Practices and Outcomes; Sol Price Center for Social Innovation: <https://socialinnovation.usc.edu/wp-content/uploads/2019/06/Shared-Housing-Literature-Review-Final.pdf>; Five Truths About Shared Housing; National Alliance to End Homelessness: <https://endhomelessness.org/blog/five-truths-about-shared-housing/>; Shared Housing Alternative Housing Review; Connecticut Coalition to End Homelessness: <https://www.cceh.org/wp-content/uploads/2019/02/SAMHSA-Shared-Housing-Alt-Housing-PPT-7-23-18-FinalPDF.pdf>

8. The Homecoming Project: <https://impactjustice.org/innovation/homecoming-project/>

Five Major Targets of the CPTEH

The CPTEH includes a shared vision of five major targets across the region from 2020-2025. The table below identifies the regional goal, the City's specific goal (where applicable) in helping to achieve the regional goal, and the City's progress through 2023.

Target	Regional Goal	City Progress through June 2023	City 2024 Goal
→ Achieve a 30% reduction in annual inflow of people becoming homeless	30% Reduction	Regional Goal	Regional Goal
→ House 20,000 people through the supportive housing system	20,000 people housed	8856	TBD
→ Expand the Homelessness Prevention System and other early interventions to serve 2,500 people per year	2,500 people served	1652	1700
→ Double temporary housing and shelter capacity to reduce the number of people sleeping outside ⁹	3,764 (baseline = 1,882 regionwide)	493	1,000

Key Target—Racial Inequities in Housing

Address the racial inequities present among unhoused people and families and track progress toward reducing disparities

9. The Continuum of Care includes the following unit types in this category: Transitional Housing, Emergency Shelter, Cold Weather Shelter, Inclement Weather Shelter, Safe Parking

Strengthening Regional Partnerships

As mentioned earlier in this Plan, robust strategies require deep collaboration and alignment to strengthen regional partnerships that address homelessness. There are several programs administered by County of Santa Clara that the City can further engage on. Some of these programs include:

- CalWorks
- Bringing Families Home
- Housing Disability Advocacy Program (HDAP)
- Diversion and Re-Entry Services programs

The above is a non-exhaustive list of County programs that the City can aim to align services with to enhance support for San José families. Once the Implementation Plan is adopted, the City will look for additional ways to accelerate collaboration and alignment.

The City has worked extensively with the County since the adoption of the CPTEH. The County has been a significant partner in critical efforts such as the FAA-mandated clearance of Guadalupe Gardens, the work to support rehousing at various encampments, and developing strategies for increased utilization of coordinated entry for Emergency Interim Housing while evaluating supporting operations. The City and County embrace and recognize the need for ongoing regional partnership, together and with key partners such as the Santa Clara County Housing Authority and Destination : Home, Valley Water, the Valley Transportation Authority and others. This ongoing collaboration will benefit our shared efforts.



Appendix A: Actions & Outcomes

The following section includes tables for all of the CPTEH strategies the City is working to help implement. The actions and outcomes in these tables represent specific steps by the City and are one of the ways in which the City will be accountable for its progress. As part of this work, the City will engage regional partners to understand opportunities and continue deepening collaboration to achieve the overall goals of the Community Plan.

Strategy

Strategies are organized under three areas of focus and make up the framework of the CPTEH.

Sub-strategy

Sub-strategies are specific methods of addressing a strategy to achieve the goals of the CPTEH.

Category

Categories are types of actions a city can take to implement each sub-strategy.

Strategy 1

Address the root causes of homelessness through system and policy change.



1

Ensure that people accessing safety net services have the support they need to obtain and maintain housing.

Category E

Advocate for the state and federal government to increase funding and access to safety net services.

CITY ACTION

Description of Action

Through a coordinated regional approach, advocate for sustainable and meaningful funding and legislation that advance social, economic, environmental, educational, health, and political equity. San José will continue to address the root causes and racial inequities of homelessness through system and policy change. This includes expanding homelessness prevention and housing programs to meet the needs of the community.

Department (Contact)

CMO; API (Zane Barnes)

Outcome Goal for 2024

Support one federal bill to increase safety net funding and foster economic mobility.
Apply for one state or federal earmark that addresses economic mobility and/or homelessness prevention.

City Action

The City Action lays out how the City will implement the strategies of the CPTEH, including a description of the action, an outcome goal for 2024, the responsible department, and a contact person in that department.

Reporting and Accountability

After each fiscal year, which ends June 30th of each year, the City will update its progress towards achieving established outcome goals and provide a narrative about that progress, including any potential changes. This will include an evaluation of condition changes that may have impacted achieving certain targets (e.g. impact of unexpected global pandemic). The evaluation will also include steps that can be taken by City Departments to improve or revise approaches based on lessons learned.

Strategy 1

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1

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Outcome Goal for 2024

Support one federal bill to increase safety net funding and foster economic mobility.

Apply for one state or federal earmark that addresses economic mobility and/or homelessness prevention.

Department (Contact)

CMO; API (Zane Barnes)



2

Ensure that people involved in the criminal justice system do not become homeless.

Category E

Expand existing and develop new housing and workforce development programs to successfully reintegrate people leaving probation, parole, jails, and prisons into the community.

CITY ACTION

Description of Action

Coordinate with the Office of Economic Development and Cultural Affairs, the Housing Department and the County of Santa Clara on options to people exiting custodial settings.

Outcome Goal for 2024

Identify one appropriate pilot or expansion partnership opportunity.

Department (Contact)

CMO (Omar Passons)



3

Create the conditions to develop enough affordable housing to meet the need in our community.

Category 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.

CITY ACTIONS

Description of Action

Complete San José Housing Element and add near-term work plan items to Housing Catalyst Work Plan.

Department (Contact)

Housing (Kristen Clements)

Outcome Goal for 2024

Certification of Housing Element by State Department of Housing and Community Development (HCD).

Description of Action

Standardize permitting, fees, applications: Standardize fees through the Development Fee Framework.

Department (Contact)

Housing Catalyst Team

Outcome Goal for 2024

Create webpage with standardized development-related fees and taxes and include a staff contact.

Description of Action

Explore Allowing “SB 9” Type Housing on Additional Properties: Examine allowing “SB 9- type” projects on properties zoned R-2 Two Family and properties listed on the Historic Resources Inventory. (April 2024)

Department (Contact)

PBCE (Martina Davis)

Outcome Goal for 2024

Determine whether any additional properties will be eligible for “SB 9” type housing.

Description of Action

Complete Five Wounds Urban Village Plan updates to prepare for BART station. Identify and integrate residential and small business displacement features. Use these features in other future Urban Village plans.

Department (Contact)

PBCE (Michael Brilliot)

Outcome Goal for 2024

Identify draft residential and small business displacement feature.

Description of Action

North San José Affordable Housing Overlay Zones: Create new Affordable Housing Overlay Zones in North San José that support only industrial uses, 100% affordable housing, or market-rate housing that integrates affordable units into their developments for sites identified in the Housing Element.

Department (Contact)

PBCE (Michael Brilliot)

Outcome Goal for 2024

Bring Ordinance and General Plan changes to City Council for adoption.

Category B

Identify underutilized land across the county to be used for dense affordable housing development.

CITY ACTION**Description of Action**

Coordinate with the key partner departments responsible for identifying land uses, securing land and scoping future interim housing development. Provide technical guidance and constructability reviews of the land, and assist with identifying land suitability for developing affordable housing/interim housing spaces.

Department (Contact)

Public Works (Tala Fatolahzadeh/Sal Kumar)

Outcome Goal for 2024

Maintain a minimum of 5 active implementation projects for interim housing development in design and construction dependent on the approved sites for EIH. Provide technical expertise in the exploration of a minimum potential 5 interim housing sites.

Description of Action

Identify and seek approval for more new opportunities to do temporary housing or supportive outdoor sleeping locations.

Department (Contact)

CMO (Omar Passons);
Public Works (Tala Fatolahzadeh/Sal Kumar)

Outcome Goal for 2024

Identify and seek approval of 500 new opportunities.

Category C

Prioritize development of housing for extremely low-income individuals and families making 30% of Area Median Income or less and set joint targets.

CITY ACTION**Description of Action**

Release \$50 million Notice of Funding Availability for new affordable multi-family rental housing. Prioritize 40% of available funds for extremely low-income households.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for 2024

Fund approximately 400 new apartments, of which approximately 180 ELI units.

Category D

Advocate for flexible funding that can speed up and create more affordable housing.

CITY ACTIONS

Description of Action

Support Regional Bond Effort for more Affordable and Emergency Housing.

Department (Contact)

Housing and City Manager's Office
(Rachel VanderVeen)

Outcome Goal for 2024

Provide informational item at City Council in Q1 2024 and will develop and execute a community engagement plan in Q2-Q3 2024. Submit letter of support on behalf of City in support of Regional Bond Effort.

Description of Action

Advocate for resources and policies that help affordable housing production and preservation. Programs and policies should allocate funding to cities like San José in ways that fit the City's dense development patterns, high costs, need for deeply affordable homes, and unusual housing/jobs balance. Funding should be commensurate with Regional Housing Needs Allocation goals.

Department (Contact)

CMO (Lee Wilcox); Housing (Rachel VanderVeen);
API (Zane Barnes)

Outcome Goal for 2024

Provide coordinated advocacy for additional flexible homelessness and affordable housing funding opportunities as demonstrated by inclusion of San José's budget priorities with the Big Cities Mayors Coalition, Mayors and CEOs for U.S. Housing Investment, and regional partners.



4

Protect residents from evictions, displacement, and housing discrimination.

Category A

Adopt and implement new fair housing plans for the region.

CITY ACTION

Description of Action

Complete an assessment of City Fair Housing Plan and submit to Department of Housing and Urban Development (HUD) by Q1 2024.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for 2024

Council approval of Assessment of Fair Housing and submittal to HUD.

Category B

Strengthen local rent control and tenant protections.

CITY ACTION

Description of Action

Complete a Strategic Plan for the Rent Stabilization Program and assess the efficacy of the program in meeting its goals to protect and stabilize tenants' housing.

Department (Contact)

Housing (Emily Hislop)

Outcome Goal for 2024

Complete outreach, program assessment and Strategic Plan and bring to City Council for adoption in Q1 2024.

Category 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.

CITY ACTIONS

Description of Action

Fund the Housing Rights Consortium, with a goal of increasing housing stability by providing landlord/tenant counseling, education, referrals, legal assistance, including legal representation in eviction proceedings.

Outcome Goal for 2024

Serve 1,400 unduplicated households. 60% of eligible clients represented by attorneys are able to stay in their housing or had additional time to bridge them to housing.

Department (Contact)

Housing (Ragan Henninger)

Description of Action

Implement the Eviction Diversion and Settlement Program in partnership with the Courts.

Outcome Goal for 2024

Prevent approximately 200 households from eviction through rental assistance and settlement agreements.

Department (Contact)

Housing (Emily Hislop)

Category D

Create a fund to preserve both naturally affordable and income-restricted affordable housing.

CITY ACTION

Description of Action

Release a Notice of Funding Availability (NOFA) for acquisition and rehabilitation of naturally occurring affordable housing.

Outcome Goal for 2024

Make awards based on the NOFA in Spring 2024.

Department (Contact)

Housing (Rachel VanderVeen)

Category E (new)

Protect the existing affordable housing inventory.

CITY ACTIONS

Description of Action

Maintain a hazard mitigation plan to identify the risks that may impact the homeless population.

Outcome Goal for 2024

The City Council will adopt the updated hazard mitigation plan.

Department (Contact)

OEM (Ray Riordan)

Description of Action

Implement the soft story program.

Outcome Goal for 2024

The City Council will adopt a mandatory seismic retrofitting program for soft stories.

Department (Contact)

OEM (Ray Riordan)



5

Ensure all residents who are able to work have access to living wage employment.

Category A

Support efforts to increase the minimum wage to a living wage in Santa Clara County.

CITY ACTIONS

Description of Action

Airport has an Airport Living Wage Ordinance that we monitor and enforce.

Outcome Goal for 2024

100% compliance by all covered businesses at the Airport.

Department (Contact)

Airport (Matthew Kazmierczak)

Description of Action

Advocate for legislation that increases economic opportunity and economic mobility for San José residents and families.

Outcome Goal for 2024

Ensure inclusion of advocacy for a living wage in the City's Legislative Program.

Department (Contact)

CMO; API (Zane Barnes)

Category B

Partner with corporations to create living wage job opportunities for people who are unhoused or at risk of homelessness.

CITY ACTIONS

Description of Action

Library partners with a Community Based Organization to organize job fairs featuring employers who value the lived experience of individuals who have/are experienced housing vulnerability.

Outcome Goal for 2024

Host at least 3 job fairs for at least 250 unhoused individuals or people at risk of homelessness.

Department (Contact)

Library (Karla Alvarez)

Description of Action

Develop partnerships with community-based agencies serving justice involved and unstably housed individuals that can make appropriate referrals and provide streamlined opportunities for their clients to access work2future training and employment services.

Outcome Goal for 2024

Serve at least 100 clients and place the majority in high wage, high growth occupations.

Identify and apply where appropriate best practices related to providing workforce services to unstably housed individuals as facilitated through staff participation in the Upwardly Mobility Initiative Learning Network offered by the Urban Institute.

Department (Contact)

OEDCA (Sangeeta Durrall)



6

Expand public and private sector support for ending and preventing homelessness.

All Categories

CITY ACTION

Description of Action

Implement Office of Racial Equity Training Plan which includes increased learning opportunities for staff to increase skills and capabilities to conduct equity analysis, as well as trainings to reinforce foundational equity concepts.

Department (Contact)

Office of Racial Equity (Zulma Maciel)

Outcome Goal for 2024

Establish and maintain infrastructure and organizational capacity to support City's commitment to eliminate inequities (ORE's Work Plan Obj #2).

Establish equity practices that create a welcoming and inclusive environment that allows immigrants, residents of color, and all people in SJ to thrive. (ORE's Work Plan Obj #3).

Category B

Provide leadership opportunities for people with lived experience of homelessness to shape how we address homelessness in our community.

CITY ACTIONS

Description of Action

Coordinate with current and formerly unhoused San José residents to establish bi-monthly Encampment Engagement Council.

Department (Contact)

CMO (Omar Passons)

Outcome Goal for 2024

Establish Engagement Forum representative of unhoused residents including currently unhoused people and conduct at least six substantive sessions with public action steps/deliverables by end of Fiscal Year 2023-2024.

Description of Action

Lived Experience Consultancy: Feedback from those with lived experience in homelessness in decision making; Create additional feedback mechanisms for clients with lived experience of homelessness, integrate requirements into Housing Department-funded contracts for grantees to create feedback mechanisms, and work with the Lived Experience Advisory Board to evaluate key Housing funded services and initiatives.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for 2024

Housing Department funded programs and services will center the voices of persons with lived experience of homelessness. Procurements for homeless services will include persons with lived expertise on the evaluation panel. Strategic planning and program design will include formal advisory activities of individuals with lived experience of homelessness

Description of Action

Continue to support the primary and alternate seats for a commissioner with Lived Experience Seat with homelessness on the Housing and Community Development Commission.

Department (Contact)

Housing (Rachel VanderVeen)

Outcome Goal for 2024

Conduct evaluation (Feb 2024) and recommend improvements to support lived experience commissioners.

Description of Action

Conduct peer-to-peer survey of individuals and families living in Recreational Vehicles (RV's) to inform needs, services, gaps.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for 2024

Complete peer-to-peer survey in 2024 and recommend program and policy changes as part of budget process.

Strategy 2

Expand Homelessness Prevention and Housing Programs to Meet the Need



1 Increase the capacity of supportive housing programs for people experiencing homelessness.

Category A

Expand the supportive housing system to provide housing and services to help 20,000 unhoused people secure stable, permanent housing. Expansion would target the following:

- 7,000 people housed in Permanent Supportive Housing programs that provide long-term support
- 10,000 people housed through Rapid Rehousing programs that provide short- and medium-term support
- 3,000 people housed through Housing Problem Solving and other short-term or one-time assistance.

CITY ACTIONS

Description of Action

Rapid Rehousing: Housing Department funds rapid rehousing to provide time-limited rental assistance and individualized supportive services for individuals, families, and youth experiencing homelessness as identified through the Continuum of Care coordinated entry system. Service components of the Rapid Rehousing program include: 1) housing search and placement; 2) time-limited decreasing rent subsidy; 3) other temporary financial assistance, and 4) time-limited individualized case management.

Department (Contact)

Finance (Qianyu Sun, Deputy Director of Finance, Debt and Treasury Management)

Outcome Goal for 2024

Serve approximately 300 individuals, 80% will exit to permanent housing.

Description of Action

Support Housing Department with multifamily housing debt financing projects.

Department (Contact)

Housing (Kemit Mawakana)

Outcome Goal for 2024

Complete debt financing for current projects: Dry Creek Crossing project and 1510 Parkmoor project totaling 145 affordable apartments.

Category 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 (ages 25 to 54) without children

CITY ACTIONS

Description of Action

Pilot direct cash assistance program for youth and young adults.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for 2024

Execute contract and begin program implementation (still negotiating contract). Will add program outcome later.

Description of Action

Care Coordination Program for chronically homeless centralizing the care of the County's most vulnerable and long-term homeless residents bringing together all services and benefits that participants need to obtain and maintain housing, including drug and alcohol rehabilitation, mental health services, government benefits and housing resources.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for 2024

Approximately 200 individuals will find and maintain permanent housing.

Description of Service

Provide temporary motel stays, basic needs assistance, financial assistance, and individualized support with the goal of transitioning to households to either permanent or other temporary housing options to survivors of gender-based violence.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for 2024

Serve approximately 75 households, approximately 30% moving to permanent housing.



2

Provide a broad range of supports to prevent homelessness.

Category 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.

CITY ACTION

Description of Action

Invest \$4.7 million in Homelessness Prevention System during FY 2023-24.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for 2024

Prevent approximately 1,700 individuals from falling into homelessness.



Create a state-of-the-art supportive housing system.

Category 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.

CITY ACTION

Description of Action

People with lived experience of homelessness will sit on the evaluation panels for the Housing Department's 1) \$30M new construction Notice of Funds Availability (NOFA) and 2) the NOFA for acquisition and rehabilitation of housing units.

Outcome Goal for 2024

At least one person who has lived experience of homelessness will be recruited and serve on the evaluation panels.

Department (Contact)

Housing (Kelly Hemphill)

Category C

Incentivize hiring of people who have lived experience of homelessness to reflect the client population – especially people of color and LGBTQ+ persons.

CITY ACTION

Description of Action

The Housing Department will hire Therapeutic Specialists for street outreach that will not require a college degree and will seek candidates with lived experience of homelessness.

Outcome Goal for 2024

Department will publish recruitments that specifically include language encouraging candidates with lived experience of homelessness to apply and will ensure higher education is not a job requirement.

Department (Contact)

Housing (Kelly Hemphill)

Category D

Increase access to supportive housing programs for people of color by addressing racial bias in our system.

CITY ACTION

Description of Action

Residential Anti-Displacement Tenant Preference and Neighborhood Tenant Preference: Develop draft framework that prioritizes applicants for City-supported affordable housing and mitigates the likelihood of low-income renters displacement.

Outcome Goal for 2024

Present draft framework to Community and Economic Development Committee.

Department (Contact)

Housing (Kristen Clements)

Strategy 3

Improve quality of life for unsheltered individuals and create healthy neighborhoods for all



1

Double the number of year-round temporary housing beds and offer a 1 variety of welcoming temporary housing options throughout the county

Category 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.

CITY ACTIONS

Description of Action

Develop 1,000 new interim shelter beds.

Outcome Goal for 2024

Break ground for 75 new interim shelter beds in Fiscal Year 2023-2024.

Department (Contact)

Public Works (Tala Fatolahzadeh/Sal Kumar)

Description of Action

Operate Overnight Warming Locations providing shelter and basic needs support during the cold weather months at two city facilities.

Outcome Goal for 2024

Approximately 240 individuals will be served.

Department (Contact)

Housing (Kelly Hemphill)

Category B

Reduce barriers to shelter such as allowing for pets, storage of personal items, greater privacy, longer stays, and provide higher levels of safety for residents.

CITY ACTIONS

Description of Action

Implement a street-based personal belonging storage program for those living unsheltered in the downtown.

Outcome Goal for 2024

Enter into a contract with an eligible provider by July 1, 2024.

Department (Contact)

Housing (Kelly Hemphill)

Description of Action

Research and analyze strategies to redesign existing congregate shelters to be more welcoming.

Outcome Goal for 2024

Provide recommendations in winter of 2024.

Department (Contact)

Housing (Kelly Hemphill)

Category C

Expand hours at new and existing shelters to remain open during the day.

CITY ACTION

Description of Action

Research and analyze strategies to redesign existing congregate shelters to be more welcoming.

Outcome Goal for 2024

Provide recommendations in winter of 2024.

Department (Contact)

Housing (Kelly Hemphill)

Category D

Ensure that all families with children under 18 years old who are unhoused have access to emergency shelter or temporary housing.

CITY ACTIONS

Description of Action

Partner in the Heading Home Campaign to achieve “functional zero” for family homelessness by 2025 meaning the number of housing placements for families is greater than the number of families entering homelessness.

Outcome Goal for 2024

TBD

Department (Contact)

Housing (Ragan Henninger)

Description of Action

Continue implementing the Motel Voucher Program.

Outcome Goal for 2024

32% of families enrolled in the Motel Voucher Program will exit to permanent housing.

Department (Contact)

Housing (Kelly Hemphill)

Description of Action

Continue implementing Evans Lane interim shelter for families.

Outcome Goal for 2024

32% of families enrolled in Evans Lane interim shelter will exit to permanent housing.

Department (Contact)

Housing (Ragan Henninger)

Category E

Provide more public services in neighborhoods hosting emergency shelter or temporary housing programs.

CITY ACTIONS

Description of Action

Facilitate Community Advisory Committees with standardized roles and responsibilities, in coordination with the associated City Council District, service provider and neighboring community, when implementing and managing new shelters and supportive parking programs.

Outcome Goal for 2024

Establish two Community Advisory Committees at new temporary housing programs.

Department (Contact)

Housing (Ragan Henninger)



2

Increase street outreach, hygiene services, and transportation options to match the needs of unsheltered residents.

Category A

Increase access to basic hygiene resources, including bathrooms, showers, and laundry.

CITY ACTION

Description of Action

Continue implementing the mobile hygiene (showers and laundry) program.

Outcome Goal for 2024

Strategically place mobile hygiene units in areas in which the most vulnerable unsheltered populations reside.

Department (Contact)

Housing (Kelly Hemphill)

Category B

Increase the number of free public transit passes and other transportation options for people who are unhoused to access services.

CITY ACTIONS

Description of Action

Cold Weather Response: Partner with VTA for free rides to overnight warming locations and shelters.

Outcome Goal for 2024

100% utilization of City overnight warming locations.

Department (Contact)

Housing (Kelly Hemphill)

Description of Action

United Pass for Life Improvement from Transportation (UPLIFT): Housing Department supports the County to administer the UPLIFT Transit Pass Program. UPLIFT provided free transportation to case managed homeless adults, on any standard Valley Transportation Authority (VTA) bus and light rail lines. Participants must meet with a case manager at one of the participating agencies at least once a month to qualify for the program.

Outcome Goal for 2024

Approximately 2,000 participants to receive transit passes.

Department (Contact)

Housing (Kelly Hemphill)

Category C

Increase the number of street outreach staff and case managers working in encampments.

CITY ACTION

Description of Action

Redesign street outreach and engagement contracted services to focus resources on proactive street outreach in targeted areas.

Outcome Goal for 2024

40% of individuals enrolled in street-outreach exit to successful housing options, including permanent housing and interim or emergency shelter.

Department (Contact)

Housing (Kelly Hemphill)

Category D

Provide opportunities for people who have lived experience of homelessness to provide peer-to-peer support.

CITY ACTION

Description of Action

Increase procurement evaluation scores when programs incorporate hiring people with lived experience of homelessness.

Outcome Goal for 2024

Three procurements for homeless services in 2024 will prioritize organizations that hire individuals with lived experience of homelessness.

Department (Contact)

Housing (Ragan Henninger)



3

Increase mental health and substance use services.

Category A

Increase the number of mobile crisis teams with clinical staff and expand their hours, to support individuals experiencing severe mental health and substance use crises.

CITY ACTION

Description of Action

The Collab coordinated storefront program at 50 St. John Street will provide trained professionals to offer support to most vulnerable in downtown San José.

Outcome Goal for 2024

Open The Collab and begin serving downtown residents in Fiscal Year 2023-2024.

Department (Contact)

OEDCA and Housing (Ragan Henninger)



4

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

Category B

Engage the private sector to contribute funding to support health and safety services and shelter for people who are unhoused.

CITY ACTION

Description of Action

Kaiser partnership for preventive care, education and medical services at City's emergency interim housing locations.

Outcome Goal for 2024

Pilot partnership at Monterey Bernal and Rue Ferrari by the end of Fiscal Year 2023-2024.

Department (Contact)

Housing (Ragan Henninger)

Category C

Increase coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution.

CITY ACTIONS

Description of Action

Environmental Services monitors the closed landfill sites (Story Road, Roberts and Singleton) and collaborates with Housing and PRNS.

Department (Contact)

ESD (Rajani Nair)

Outcome Goal for 2024

ESD will meet with State and local regulators to explore options to fast-track environmental mitigation measures to address health and safety concerns and to consider if parts of these closed landfills could support community uses/ access.

Description of Action

Library identifies additional organizations specializing in encampments to conduct outreach and participate in Quarterly Housing Forums (led by Housing Department, supported by Library).

Department (Contact)

Housing (Vanessa Beretta); Library (Karla Alvarez)

Outcome Goal for 2024

Up to 4 library locations host Housing Forums with individuals who are living in encampments.

Description of Action

Lead establishment of City Encampment Management and Homeless Data Integration App to better coordinate across departments and agencies engaging people and providing city services in encampments.

Department (Contact)

PRNS (Olympia Williams)

Outcome Goal for 2024

Launch pilot implementation of Application.

Category D

Create a referral system where unhoused residents can access information and services, such as available temporary housing and homeless services.

CITY ACTIONS

Description of Action

Train San José Public Library staff to assist users in accessing the County's Homeless Management Information System (HMIS) portal and establish points of contact with County service providers for referrals.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for 2024

Establish access points to County HMIS portal at 2 library locations to support individuals in the HMIS community queue.

Description of Action

Release phase 1 of an internally developed encampment management & homeless data integration system which will enable residents to report a homeless or encampment concern, streamline and coordinate delivery of services including outreach to unhoused residents and trash collection, as well as report on outcomes of services provided.

Department (Contact)

ITD (Dhruv Hemmady)

Outcome Goal for 2024

Encampment Management & Homeless Data Integration System is live and gains adoption. ITD collects user feedback and begins development of Phase 2 of the system in FY24-25.

Description of Action

Jointly fund the Here4You Hotline with County Office of Supportive Housing.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for 2024

TBD



5

Ensure that community spaces are safe and welcoming for housed and unhoused residents.

Category A

Partner with new private sector, community-based, and faith-based organizations to create safe and welcoming spaces in every community for unhoused people to access services during the day.

CITY ACTION**Description of Action**

Research and share related stakeholders across CSJ department initiatives. Facilitate introductions and present on Holistic Library Initiative partnership opportunities for tabling and programming.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for 2024

Strategic partners specializing in housing-supportive services offer tabling in at least 2 library locations.

Category 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.

CITY ACTIONS

Description of Action

Evaluate options for best method to track unhoused resident pedestrian fatalities/injuries.

Department (Contact)

DOT (Heather Hoshii)

Outcome Goal for 2024

Identify and select method for tracking unhoused resident pedestrian fatalities/injuries for potential consideration of focused prevention strategies in 2025.

Description of Action

Traffic Safety Outreach to unhoused community

Department (Contact)

DOT (Heather Hoshii)

Outcome Goal for 2024

Zero traffic fatalities involving unhoused individuals

Description of Action

San José Public Library increases Coffee & Conversation and Housing Resource Fair programs to connect with people experiencing housing insecurity and homelessness. Invite local stakeholders to present and/or outreach. Coordinate with BeautifySJ to ensure timing with outreach to encampments.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for 2024

SJPL welcomes at least 300 people experiencing housing insecurity and destigmatizes homelessness to broader library users in up to 4 library locations.

Description of Action

Expand implementation of Cash-4-Trash program to empower unhoused residents to participate in increasing cleanliness of public spaces.

Department (Contact)

PRNS (Olympia Williams)

Outcome Goal for 2024

Expand the program to 350 additional participants.

Description of Action

Provide on time trash collection services at service locations in or near encampments throughout the City.

Department (Contact)

PRNS (Olympia Williams)

Outcome Goal for 2024

Provide on time trash collection at 85% of identified and appropriate encampment locations.

Description of Action

Work with City departments and unhoused residents to conduct required abatement activities and personal belongings storage.

Department (Contact)

PRNS (Olympia Williams)

Outcome Goal for 2024

Ensure all non-emergency abatements are coordinated with appropriate departments with prior notice.

Description of Action

Evaluate changes to Encampment Management Policy to enhance cleanliness and safety for housed and unhoused residents.

Outcome Goal for 2024

Present analysis of potential changes to City Council during budget process.

Department (Contact)

CMO (Omar Passons); PRNS (Jon Cicirelli)

Description of Action

Seek support from homelessness services to provide assistance to homeless individuals on and around the Airport campus.

Outcome Goal for 2024

To have homelessness services come to the Airport and surrounding communities multiple times a month to offer services and assistance to those that need it.

Department (Contact)

Airport (Matthew Kazmierczak)

Description of Action

Utilize the tools available to the Airport to call in homeless support services to offer help when someone at the Airport is in need. Make available to our staff a resource that they can call on when experiencing a homeless challenge to provide an alternative to calling the police. This resource needs to be readily available to provide assistance.

Outcome Goal for 2024

To have an organization that is available to provide homelessness assistance on call and as an alternative to police. This resource would be available to provide services especially when someone is interfering with the ability for the Airport to operate in a manner expected.

Department (Contact)

Airport (Matthew Kazmierczak)