



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Lee Wilcox
Angel Rios

SUBJECT: Homelessness Annual Report

DATE: September 19, 2019

Approved

Date

9/19/19

SUPPLEMENTAL

REASON FOR SUPPLEMENTAL

The purpose of this memo is to provide additional information regarding the Administration's strategic planning efforts around homelessness issues, as well as to lay a path forward in our integration of external and internal work.

BACKGROUND

The Housing Department's Homelessness Annual Report, dated September 9, 2019, provided an overview of the scale of homelessness in the County of Santa Clara and the City of San José, described the City's three-pronged approach towards addressing long-term housing and the immediate needs for homeless individuals and families in San José, including Housing Based Solutions, Interim Housing Options, and Crisis Response Interventions, and provided a high level overview of strategic planning efforts occurring across the county to update the five-year Community Plan to End Homelessness.

ANALYSIS

Homelessness is a national problem that is especially challenging for the State of California, and is felt across every section of the City of San José. Ending homelessness requires a long-term, systemic response where stakeholders from every sector of a community (public, private, non-profit, and academic) commit to solutions that will prevent homelessness whenever possible, or otherwise ensure it is a rare, brief, and non-recurring experience. A systemic response also requires engagement, coordination, and collaboration at every level of our government, including federal, state, and local (county and city).

At the local level, systems alignment is achieved through a collective impact model that is known in the County of Santa Clara as the *Community Plan to End Homelessness* (Community Plan). The City Council adopted our county's first Community Plan nearly five years ago. This

countywide five-year plan (2015-2020) ,developed collaboratively by representatives of community-based service organizations, local government, philanthropy, business, healthcare, and people with lived experience, resulted in several notable accomplishments, which were noted in the Countywide Community Plan to End Homelessness Status Update Information Memorandum, dated September 17, 2019.

As the timeframe for the first Community Plan ends, the Santa Clara County Continuum of Care (CoC) has embarked on a new community process to build the plan for the next five years. The CoC Board membership includes: Jacky Morales-Ferrand, City of San Jose Housing Department; Katherine Harasz, Santa Clara County Housing Authority; Jennifer Loving, Destination:Home Silicon Valley; Joe John Roberts, People Assisting the Homeless (PATH); Louis Chicoine, Abode Services, Jan Bernstein Chargin, Gilroy Compassion Center; and a vacant County of Santa Clara position.

Updating the Community Plan – Strategic Planning and Community Engagement Process

The Administration recognizes and agrees with the Council’s direction to ensure that optimal coordination and communication is occurring across various agencies, and especially between the City and County governments. As it relates to homelessness, this means ensuring active engagement in the strategic planning and community engagement process for the Community Plan, as this is the mechanism where cross-sector agencies come together to create a shared understanding of the state of homelessness in our region as well as design solutions. To that end, the City Manager’s Office and the Housing Department are engaged in the planning process for the 2020-2025 Community Plan at every level of its governance model, which includes a Steering Committee, a Working Group, and Lead Agencies (these will be described in further detail below).

The Community Plan’s strategic planning and community engagement are underway, and are structured around three key pillars that were identified as the most pressing needs for our community. The three-pillar framework includes:

- I. Improving and Expanding the Supportive Housing System**
This includes increasing the reach, capacity, and performance of permanent housing interventions, as well as homelessness prevention programs.
- II. Addressing the Root Causes of Homelessness through System and Policy Change**
This includes addressing system and policy changes needed to prevent homelessness due to economic dislocation, reduced safety net, failed housing policy, mass incarceration, and structural racism.
- III. Improving Quality of Life for Unsheltered Individuals and Creating Healthy Neighborhoods for All**
This includes meeting the basic needs of people living in unsheltered conditions (including temporary housing programs), and addressing community concerns regarding the impacts of unsheltered homelessness.

Advancing the Strategic Planning Process

A Community Plan Steering Committee, comprised of the CoC Board, a representative from the Lived Experience Advisory Board (LEAB), and representation from the City of San José and the County of Santa Clara, is helping guide the vision and goals for the plan framework, as well as provide feedback on workplans and community engagement. To support the Steering Committee vision and help manage and implement the planning process, a Community Plan Working Group is meeting bi-monthly. The Working Group is made up of representatives from the City of San José (Housing Department and City Manager's Office), County of Santa Clara, Destination:Home, non-profit service providers, and housing staff from the cities of Mountain View and Morgan Hill.

Lead Agencies (who are also represented in the Working Group) are helping frame the existing system and resources for individual pillars. The City of San José is the Lead Agency for the plan's third pillar, Improving Quality of Life for Unsheltered Individuals and Creating Healthy Neighborhoods for All. To drive the strategy development for this pillar, the City Manager's Office leads a Pillar 3 group (made up of City of San José staff, as well as staff from Mountain View and Morgan Hill) and is facilitating or participating in various community engagement opportunities. A list of community engagement events/activities is listed in the Public Outreach section of this memorandum. The following Lead Agencies support each Pillar:

PILLAR I: Increasing the capacity and effectiveness of housing programs

- Office of Supportive Housing (County)

PILLAR II: Addressing the root causes of homelessness through system and policy change

- Overarching coordination: Destination:Home
- Safety net programs: Office of Supportive Housing and County Executive Office
- Housing and land use policy: City of San Jose Housing Department and Santa Clara County Housing Authority

PILLAR III: Improving quality of life for unsheltered individuals and creating healthy neighborhoods for all

- City of San Jose City Manager's Office
- Participation from other cities
- Support from County Office of Supportive Housing

Figure 1 Pillar Lead Agencies

Integrating Regional Collaborative Efforts into the City's Work

The Homelessness Annual Report for 2018-2019 provided an updated Point in Time (PIT) count (Homeless Census) that includes data needed to understand the magnitude of the problem we face, and a general view of how it impacts certain subset populations, such as youth/young adults, veterans, or families. The Community Plan combines PIT data together with data from

the Homeless Management Information System (HMIS), and the qualitative data gathered from the various community engagement opportunities to design the countywide framework used to focus our collective efforts. Once the new Community Plan is finalized and adopted by the City Council, the Administration will work to operationalize the three-pillar framework and associated broad strategies into a locally-tailored workplan that addresses San Jose's specific needs. That workplan will be cross-cutting throughout our organization, as homelessness is a challenge impacting all aspects of our community and City operations.

Because homelessness impacts nearly every department serving our community, regardless of whether or not their service delivery models are intended to provide direct services to homeless populations, the Administration has placed special emphasis on evaluating and improving communication, coordination, and collaboration efforts between departments. Our aim, which is also reflected in Pillar 3 of the Community Plan, is to have a sustained impact now, both on how we support homeless populations and how we address the impacts of homelessness in our neighborhoods, as the longer-term policy and housing solutions are advanced by the Housing Department and its partners across the county and at the State.

Addressing the needs of unsheltered individuals and families while scaling operations across City neighborhoods where innovative pilot solutions are being implemented, or where disproportionate impacts are being felt, requires a great deal of intention around bolstering inter-departmental efforts. It requires gathering the institutional knowledge held by our staff regarding the City's operational strengths and weaknesses, just as much as it requires focused attention on collecting and analyzing data. Perhaps most of all, it requires a purposeful and concerted effort to enhance communication within and between departments.

Grounded in a belief that all departments have a role to play in this issue, the Administration is advancing the following:

LISTENING TO DEPARTMENT PERSPECTIVES

As part of the internal stakeholder engagement being conducted for the Community Plan, the City Manager's Office hosted a meeting with various City departments impacted by homelessness issues—including, Parks, Recreation, and Neighborhood Services, Environmental Services, Fire, Police, Library, Housing, City Manager's Office, Transportation, Office of Economic Development, and Emergency Management—as well as City contractors of homeless services, to conduct an analysis of strengths, weaknesses, opportunities, and threats (SWOT Analysis) to gain better insight on how departments understand the challenges posed by homelessness, as well as what we could do collectively to address the issue. Responses from this exercise are helping inform both the Community Plan strategies, as well as improvements to our own internal system.

GATHERING AND ANALYZING DATA

To understand the impacts of homelessness on our operations and neighborhoods, we are applying an ecosystem lens to the questions we are asking to identify dependencies in our actions as well as trends over time and geographic space. To accomplish this, we are

itemizing data sets created and maintained by impacted City programs to determine useful data points and gaps in data tracking that prevent us from comprehensively analyzing the fiscal and operational impacts of homelessness. Once a complete list is finalized, data sources will be prioritized in order of difficulty to access or overlay with other data sets, as well as their value in helping us understand the general distribution of the problem and service delivery. The most valuable data sets will be used for data visualization to perform spatial analysis to bring insight into potential hot spot areas, opportunities to eliminate service overlaps, or which will highlight opportunities for interdepartmental coordination to increase efficiency and enhanced service delivery. Data insights will also inform 30-, 60-, 90-, and 120-day plans for areas requiring enhanced service delivery.

IMPROVING OUR OPERATIONS

While data is necessary to understand the general distribution of the problem and our current service delivery, it is not sufficient to optimally improve the way our departments operate or how we can improve the service delivery experience for our residents. To make improvements to our existing structures and systems, we are creating service blueprints¹ to comprehensively understand how programs operate and integrate. Residents often do not know which City department is responsible for each program, and employees often do not know how their individual roles help support City-wide objectives. Service blueprints help converge siloed processes which can lead to increased efficiency and improvements in both the resident and employee experience. While departments may be reaching their goals and performance metrics independently, service blueprints will allow for a higher level analysis to see if City-wide beautification and homelessness objectives are being met.

Over the coming months, the Administration will be scaling its efforts around bridging its internal work, with special attention being placed on the intersection of work between two City Enterprise Priorities: Creating Housing and Preventing Homelessness, and Safe, Vibrant and Inclusive Neighborhoods and Public Life. The three areas identified above, together with the direction received at the Neighborhood Services and Education Committee related to prioritizing the needs of homeless families with children, will help the Administration manage, coordinate, and support inter-departmental activities. Attention is also being placed on reviewing all of the tools available, including ensuring that as plans are updated—such as the Five-Year Consolidated Plan or the Homeless Housing, Assistance and Prevention Program funding—they are aligned with our larger strategic vision.

All systems improvements will be data-, people-, and outcome-driven, with the ultimate goal in mind of helping address one of our most vulnerable populations—our homeless neighbors. The

¹ A service blueprint is a visual diagram that maps the relationships between different aspects of a service such as people, processes, and digital/physical props that are directly tied to touch-points in a customer journey. Service blueprints outline who is taking which actions (residents, employees, automation/technology), and what they are interfacing with (phones, databases, paper) while highlighting steps that are dependent on one another.

advancement of this work will be centralized in the Neighborhoods Services CSA, with the authors of this memo (Angel Rios and Lee Wilcox) leading the intergovernmental work.

EVALUATION AND FOLLOW-UP

The final *Community Plan to End Homelessness (2020-2025)* will be brought to City Council for their adoption consideration in early 2020.

PUBLIC OUTREACH

As part of the strategic planning and community engagement occurring to update the *Community Plan to End Homelessness (2020-2025)*, City staff has attended the following meetings to capture feedback that will inform the plan's strategies.

- 1) Subject Matter Expert Stakeholder Meeting – Families
Meeting Date: August, 20, 2019
- 2) Subject Matter Expert Stakeholder Meeting – Single Adults
Meeting Date: August 26, 2019
- 3) Subject Matter Expert Stakeholder Meeting – Youth/Young Adults
Meeting Date: September 3, 2019

The City Manager's Office and Housing Department have also presented or hosted the following meetings:

- 1) Presentation: Santa Clara County City Manager's Association on July 10, 2019 to update City Managers on community engagement efforts and encourage countywide participation.
- 2) Presentation: County Housing staff on September 5, 2019 to request feedback on challenges being faced at the City level, as well as things that are working well and should be scaled.

In addition to the community engagements that have already occurred, the City Manager's Office and Housing Department are finalizing a plan to encourage broad engagement from individuals with lived experience. Meetings later this fall will also include business and neighborhood associations, as well as a meeting with the Race Equity Advisory Board. Lastly, the following 3 large community summits are occurring across the county in early October:

South County Meeting

Wednesday, October 2, 2019

6:00 – 8:00 P.M.

Community Solutions, 9015 Murray Ave #100, Gilroy

Please register at: <http://southcountymeeting.eventbrite.com/>

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Central County Meeting

Thursday, October 3, 2019

6:00 – 8:00 P.M.

Roosevelt Community Center, 901 E. Santa Clara St, San Jose

Please register at: <http://centralcountymeeting.eventbrite.com/>

North County Meeting

Thursday, October 10, 2019

6:00 – 8:00 P.M.

Silicon Valley Community Foundation, 2440 W. El Camino Real #300, Mountain View

Please register at: <http://northcountymeeting.eventbrite.com/>

Participation is greatly encouraged at these community meetings. If residents are unable to attend in person, a survey will also be distributed electronically in early October to capture public opinion.

/s/

Lee Wilcox

Chief of Staff, City Manager's Office

/s/

Angel Rios

Deputy City Manager

For questions, please contact Sarah Zárate, Assistant to the City Manager in the City Manager's Office of Administration, Policy and Intergovernmental Relations, at (408) 535-5601.