



Memorandum

TO: Honorable Mayor &
City Council

FROM: Toni J. Taber, MMC
City Clerk

SUBJECT: The Public Record
April 10, 2025 – April 17, 2025

DATE: April 23, 2025

ITEMS FILED FOR THE PUBLIC RECORD

Letters from Boards, Commissions, and Committees

Letters from the Public

- 1-5. Letters from five members of the public, dated April 10 - 15, 2025, regarding: Restore Virtual Comments at City Council meetings.
6. Letter from Brian Darby, dated April 16, 2025, regarding: Reinstating remote public participation.
7. Letter from Rebecca Cirelli, dated April 10, 2025, regarding: VTA Capitol Station - HCD SuperNOFA Notification.
8. Letter from Mike Wagner, dated April 13, 2025, regarding: SJACS – Adoptions.
9. Letter from Doris Livezey, dated April 13, 2025, regarding: Parks Department maintenance.
10. Letter from California Public Utilities Commission (Felipe Martinez), dated April 15, 2025, regarding: CPUC - Verizon Wireless - City of San Jose-CA_SJ_SANJOSE_NORTH_058 - A-517785.
11. Letter from Brian Darby, dated April 16, 2025, regarding: Homelessness solutions.

Toni J. Taber, MMC
City Clerk



Fw: Kayla Cuvelier 95116 - Restore Virtual Comments at City Council meetings

From Agendadesk <[REDACTED]>

Date Thu 4/10/2025 2:11 PM

To Rules and Open Government Committee Agendas <[REDACTED]>

From: City Clerk <[REDACTED]>

Sent: Thursday, April 10, 2025 2:10 PM

To: Agendadesk <[REDACTED]>

Subject: FW: Kayla Cuvelier 95116 - Restore Virtual Comments at City Council meetings

From: District 5 United <[REDACTED]>

Sent: Thursday, April 10, 2025 1:56 PM

To: [REDACTED] District2 <[REDACTED]> District3
 <[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]> District 6
 <[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]> District9
 <[REDACTED]> District 10 <[REDACTED]> District1 <[REDACTED]> The
 Office of Mayor Matt Mahan <[REDACTED]> City Clerk <[REDACTED]>

Subject: Kayla Cuvelier 95116 - Restore Virtual Comments at City Council meetings

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Dear Mayor Mahan and San Jose City Council,

I ask you to rise to the challenge rather than cave to bullies intent on stifling the input of disadvantaged communities. The City needs to immediately restore virtual public comment for all City Council, Committee, and Commission meetings.

It is clear there is an effort to silence members of disadvantaged communities. Many residents rely on being able to provide virtual public comment due to reasons of disability, health, work schedules, parenting and other demands of modern life. The strategy appears to be to engage in racist and hateful speech in order to bully the Council into eliminating virtual public comment. The bullies scored a victory when the Council decided to eliminate this option without first seeking community input and not at the bequest from community members.

By eliminating remote access on the heels of restricting access to the council chambers in December, San Jose has fallen from a model of good government dedicated to promoting civic participation to a city displaying troubling behavior and giving the impression that hearing from its residents is a bother. We agree that the comments of a few bad actors are vile and have no place in a community meeting. Rather than using racist and hateful speech as an excuse to cut off community participation and hamper people's First Amendment right to petition their government, however, the City should rise to

the challenge of finding solutions to preserve access for everyone while continuing to facilitate public comment by providing a virtual option.

Ending the process of remote participation, is to deny a large segment of the community the opportunity to participate in our democratic process. Some examples include:

- Disabled residents who rely on technology to speak, or who otherwise have to arrange rides with Paratransit.
- Immunocompromised residents who take on unnecessary risks to their health by spending hours in a packed room.
- Working people without the ability to arrange their schedules around hours-long council meetings.
- Parents with small children who can't take time off to attend City meetings.

For example, budget season is the most critical time of year for civic engagement. The ban on remote comments means the people most in need of an equitable city budget will be sidelined throughout the process.

The possibility that the ban on remote comments might only last months is no comfort to those who wish to comment on current City Council, Committee and Commission matters in order to ensure that quality of life in San Jose is maximized. I ask that you immediately restore virtual public comment to ensure that you and the City once again benefit from the voices silenced by your recent decision.

Kayla Cuvelier

95116

You may not use my contact information for any purpose other than to respond to my concern regarding the topic listed above, nor may you share my address with any other organization(s) or individual(s).

—

This mail was sent on behalf of a San Jose resident via District 5 United

Community Working Together

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



FW: Carlie Pietsch 95192 - Restore Virtual Comments at City Council meetings

From City Clerk <[REDACTED]>

Date Fri 4/11/2025 10:08 AM

To Rules and Open Government Committee Agendas <[REDACTED]>

From: District 5 United <[REDACTED]>

Sent: Thursday, April 10, 2025 8:12 PM

To: [REDACTED] District2 <[REDACTED]> District3
 <[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]> District 6
 <[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]> District9
 <[REDACTED]> District 10 <[REDACTED]> District1 <[REDACTED]> The
 Office of Mayor Matt Mahan <[REDACTED]> City Clerk <[REDACTED]>

Subject: Carlie Pietsch 95192 - Restore Virtual Comments at City Council meetings

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95192

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FW: Natalie Goolsby 95126 - Restore Virtual Comments at City Council meetings

From City Clerk <[REDACTED]>**Date** Fri 4/11/2025 9:45 AM**To** Rules and Open Government Committee Agendas <[REDACTED]>

From: District 5 United <[REDACTED]>**Sent:** Thursday, April 10, 2025 9:37 PM**To:** [REDACTED] District2 <[REDACTED]> District3
<[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]> District 6
<[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]> District9
<[REDACTED]> District 10 <[REDACTED]> District1 <[REDACTED]> The
Office of Mayor Matt Mahan <[REDACTED]> City Clerk <[REDACTED]>**Subject:** Natalie Goolsby 95126 - Restore Virtual Comments at City Council meetings

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Natalie Goolsby
95126

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Fw: Jacqueline Martin 95136 - Restore Virtual Comments at City Council meetings

From Agendadesk <[REDACTED]>

Date Tue 4/15/2025 8:24 AM

To Rules and Open Government Committee Agendas <[REDACTED]>

From: City Clerk <[REDACTED]>

Sent: Tuesday, April 15, 2025 7:43 AM

To: Agendadesk <[REDACTED]>

Subject: FW: Jacqueline Martin 95136 - Restore Virtual Comments at City Council meetings

From: District 5 United <[REDACTED]>

Sent: Monday, April 14, 2025 6:00 PM

To: [REDACTED] District2 <[REDACTED]> District3
<[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]> District 6
<[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]> District9
<[REDACTED]> District 10 <[REDACTED]> District1 <[REDACTED]> The

Office of Mayor Matt Mahan <[REDACTED]> City Clerk <[REDACTED]>

Subject: Jacqueline Martin 95136 - Restore Virtual Comments at City Council meetings

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Jacqueline Martin

95136

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—

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FW: Nora Larson 95112 - Restore Virtual Comments at City Council meetings

From City Clerk <[REDACTED]>

Date Tue 4/15/2025 11:36 AM

To Rules and Open Government Committee Agendas <[REDACTED]>

From: District 5 United <[REDACTED]>

Sent: Tuesday, April 15, 2025 11:25 AM

To: [REDACTED] District2 <[REDACTED]> District3
 <[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]> District 6
 <[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]> District9
 <[REDACTED]> District 10 <[REDACTED]> District1 <[REDACTED]> The
 Office of Mayor Matt Mahan <[REDACTED]> City Clerk <[REDACTED]>

Subject: Nora Larson 95112 - Restore Virtual Comments at City Council meetings

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Please make sure all community members can make their voices heard!

Nora Larson
95112

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—

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Community Working Together

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FW: Reinstating remote public participation

From City Clerk <city.clerk@sanjoseca.gov>

Date Wed 4/16/2025 2:09 PM

To Rules and Open Government Committee Agendas <rulescommitteeagenda@sanjoseca.gov>

 1 attachment (19 KB)

The highbred meeting model.docx;

From: brian darby [REDACTED]

Sent: Wednesday, April 16, 2025 1:08 PM

To: City Clerk <city.clerk@sanjoseca.gov>

Subject: Reinstating remote public participation

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Here's some ideas about reinstating remote public participation please include this in the public record for next week Thank you.

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear San Jose City Council/Open Government, April 16, 2025

Suggestions For Dealing with Zoom Bombing and Reinstating Remote Public Participation during City Council Meetings

Cisco Webex Solutions

Core Security Features

- Provides FedRAMP-authorized secure platform for government communications (www.cisco.com/c/en/us/products/collateral/conferencing/webex-meeting-center/white-paper-c11-737588.html)
- Ensures data residency and sovereignty compliance (www.cisco.com/c/en/us/products/collaboration-endpoints/webex-room-series/index.html)
- Implements end-to-end encryption with Zero Trust security (www.cisco.com/c/en/us/solutions/collateral/collaboration/white-paper-c11-744553.html)

Advanced Capabilities

- Supports up to 36,000 concurrent agents for large-scale operations (www.cisco.com/c/en/us/products/contact-center/webex-contact-center-enterprise/index.html)
- Features ethical walls and data loss prevention (www.cisco.com/c/en/us/products/collateral/unified-communications/webex/datasheet-c78-741592.html)
- Seamless integration with government applications (www.cisco.com/c/en/us/solutions/industries/government.html)

Zoom Enterprise Solutions

Security Infrastructure

- End-to-end encryption (E2EE) for meeting content protection (zoom.us/security)
- Customer Managed Key (CMK) for enhanced encryption control (zoom.us/security)
- Advanced compliance tools through Zoom Compliance Manager Plus (zoom.us/docs/en-us/compliance.html)

Enterprise Features

- Meeting Survivability for internet outage protection (zoom.us/enterprise)
- Zoom Workplace Enterprise Licenses with GDPR compliance (zoom.us/pricing)
- AI Companion for automated meeting assistance (zoom.us/ai-companion)

Pricing Structure (Enterprise Level)

- Business Plus: \$22.49/month with Zoom Phone integration (zoom.us/pricing)
- Enterprise: Custom pricing with unlimited cloud storage (zoom.us/pricing)

Microsoft Teams Public Sector Solutions

Security Architecture

- Comprehensive encryption for data in transit and at rest (docs.microsoft.com/en-us/microsoftteams/security-compliance-overview)
- Advanced access control and authentication through Azure AD (docs.microsoft.com/en-us/microsoftteams/teams-security-guide)
- Information Barriers and DLP capabilities (docs.microsoft.com/en-us/microsoftteams/information-barriers-in-teams)

Integration Features

- Extensive third-party application support (docs.microsoft.com/en-us/microsoftteams/platform/concepts/apps/apps-overview)
- Seamless Microsoft 365 ecosystem integration (docs.microsoft.com/en-us/microsoftteams/microsoft-365-integration)
- Custom API development through Microsoft Graph (docs.microsoft.com/en-us/graph/teams-concept-overview)

Implementation Success Stories

Public Sector Adoption

- Hybrid public meetings showing increased community engagement (publicinput.com/case-studies)
- Government operations enhancement through hybrid models (www.govtech.com/workforce/hybrid-work-models)
- Improved citizen service delivery (www.gartner.com/en/documents/public-sector-digital-transformation)

Operator-Assisted Solutions

- Verizon Conference Lines used by CPUC (cpuc.ca.gov/remote-access)
- Professional operator management for large-scale meetings

Best Practices for Implementation

1. **Pre-Meeting Security Setup**
 - Configure waiting rooms and authentication requirements
 - Set up password protection and participant restrictions
2. **During-Meeting Management**
 - Utilize host controls for participant management
 - Implement screen sharing restrictions
 - Enable emergency response tools
3. **Post-Meeting Documentation**
 - Record meetings for transparency
 - Maintain secure archives
 - Generate meeting summaries and action items

If you're interested in more ideas or you want me to do more research, please email me.



VTA Capitol Station - HCD SuperNOFA Notification

From Rebecca Cirelli [REDACTED]
Date Thu 4/10/2025 4:10 PM
To Webmaster Manager <webmaster.manager@sanjoseca.gov>; City Clerk <city.clerk@sanjoseca.gov>
Cc San, Banu <Banu.San@sanjoseca.gov>; Mollie Naber [REDACTED]; Cranford, Sandra <Sandra.Cranford@sanjoseca.gov>

 1 attachment (173 KB)

HCD Application Notice Letter - VTA Capitol.pdf;

[**External Email.** Do not open links or attachments from untrusted sources. [Learn more](#)]

Some people who received this message don't often get email from [REDACTED] [Learn why this is important](#)

Good afternoon Jennifer and Toni,

MidPen Housing Corporation is preparing an application to the California Department of Housing and Community Development (HCD) to request MHP loan funds through the 2025 SuperNOFA for the VTA Capitol Station project located in San Jose.

As required by HCD, we are notifying our local legislative body of our upcoming funding application due on April 15, 2025. Please see attached for a letter of notification for the application that can be directed to San Jose City Council.

I am available by phone or email if you or Council have any questions.

Thank you,
Rebecca

Rebecca Cirelli | Project Manager
MidPen Housing Corporation

[REDACTED]
cell: [REDACTED] | email: [REDACTED]



This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Transmittal via email

April 10, 2025

City of San Jose
City Council
200 E. Santa Clara St.
San José, CA 95113

Re: Application for HCD 2025 Super NOFA funds for VTA Capitol Station

Dear Members of the City Council:

This letter is to notify you that MidPen Housing Corporation is applying to the California Department of Housing and Community Development (HCD) for Multifamily Housing Program (MHP) loan funds for the VTA Capitol Station project to be located at the SW Corner of W Capitol Expy & Narvaez Ave, San Jose in Santa Clara County.

If we are successful, the HCD funds are anticipated to be awarded in early Fall 2025. As required by HCD, we are notifying our local legislative body of our upcoming funding application due on April 15, 2025.

Should you have any questions, please feel free to contact me at [REDACTED]

[REDACTED] or [REDACTED]

Sincerely,

[REDACTED]

Rebecca Cirelli
Project Manager
MidPen Housing

CC: Jennifer Maguire, Toni Taber, Banu San



Fw: SJACS - Adoptions

From: Agendadesk <Agendadesk@sanjoseca.gov>
Date: Mon 4/14/2025 9:43 AM
To: Rules and Open Government Committee Agendas <rulescommitteeagenda@sanjoseca.gov>

From: City Clerk <city.clerk@sanjoseca.gov>
Sent: Monday, April 14, 2025 8:59 AM
To: Agendadesk <Agendadesk@sanjoseca.gov>
Subject: FW: SJACS - Adoptions

From: M Wagner [REDACTED]
Sent: Sunday, April 13, 2025 9:47 AM
To: Ortiz, Peter <Peter.Ortiz@sanjoseca.gov>
Cc: Moreno, Brisa <Brisa.Moreno@sanjoseca.gov>; Mossing, Mackenzie <Mackenzie.Mossing@sanjoseca.gov>; Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; City Clerk <city.clerk@sanjoseca.gov>
Subject: Re: SJACS - Adoptions

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Hello Councilman Ortiz,

SJACS Director Kiska Icard was found to be promoting a false narrative regarding why there are no adoptable cats available at the shelter, given her comments to volunteers at a Volunteer Meeting last Friday.

Miss Icard cited the lack of adult cats available due to a "quick turnaround time" for adoptions. This narrative is terribly bogus on a number of levels... especially given that 200 cats per month on average have been Returned to Field (RTF) this year, many of whom were "friendly" and adoptable.

This is a clear and unquestionable violation of a California state law called the Hayden Act.

Last week, there were only 7 cats "available" for adoption and 2 were in foster care.

Families are showing up at the shelter looking to adopt and leaving empty handed.

(see comment below from rescue partner Jennifer Flick)

Matt Loesch, Angel Rios, and SJAC Directors continue to fail the community.

Again, what does this animal shelter offer the San Jose taxpayer for over \$15 million a year?

Mike Wagner

PS. I have copied the City Clerk's Office so that my concerns are put into the public record.

6:37   B •  29% 

Posts



Jennifer Flick

 Group expert

I had someone contact me yesterday. They had been through the shelter and said there were two adoptable cats and so many empty kennels, and yet they saw people being turned away. They saw people looking to adopt who left empty handed. They asked me to explain what was

to explain what was
going on. I couldn't.

1d **Angry** Reply

7 🥲 😡



Lyne Lamoureux



Author



Write a comment...





Outlook

FW: Parks Department maintenance

From Taber, Toni <toni.taber@sanjoseca.gov>**Date** Mon 4/14/2025 2:29 PM**To** Rules and Open Government Committee Agendas <rulescommitteeagenda@sanjoseca.gov>

For the public record.

From: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>**Sent:** Sunday, April 13, 2025 7:31 PM**To:** Livezey, Doris [REDACTED]**Cc:** Taber, Toni <toni.taber@sanjoseca.gov>; Cicirelli, Jon <Jon.Cicirelli@sanjoseca.gov>; Flores Shelton, Andrea <Andrea.FloresShelton@sanjoseca.gov>**Subject:** Re: Parks Department maintenance

Good evening Doris,

Thank you for your email and letting us know about your concerns. I am including our City Clerk, Toni Taber, who will get your email to the Mayor and City Councilmembers. I am also including our Parks, Recreation, and Neighborhood Services Director and Assistant Director, Jon Cicirelli and Andrea Flores-Shelton, respectively, so they can follow-up on your maintenance concerns below.

Thank you again.

Sincerely,

Jennifer Maguire

Sent from my iPhone

On Apr 13, 2025, at 5:05 PM, Doris Livezey [REDACTED] wrote:

[External Email. Do not open links or attachments from untrusted sources. [Learn more](#)]

You don't often get email from [REDACTED] [Learn why this is important](#)

Please share with all the City Council members.

To Council members:

I was at Rainbow Park today to show our native plant garden to some friends. The Ceanothus is gorgeous but so are the Weeds!! Really! Money was spent to install the plants and many are dead and there are tons of weeds. It appears the drip is broken because the ground is so hard I couldn't pull up any weeds. So much for lack of maintenance.

I understand the Parks Department has a multi-year plan to address the inequities and get more funding, but will the council approve the plan?

We are spending so much of our tax dollars on the homeless but we also need the beauty and enjoyment in our parks. Our tax dollars should also be for us, not just the homeless.

Please approve the Parks Department plan.

Thank you,

Doris Livezey, president
Murdock Neighborhood Association.



Virus-free

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FW: CPUC - Verizon Wireless - City of San Jose-CA_SJ_SANJOSE_NORTH_058 - A-517785

From City Clerk <city.clerk@sanjoseca.gov>**Date** Tue 4/15/2025 12:50 PM**To** Rules and Open Government Committee Agendas <rulescommitteeagenda@sanjoseca.gov>

1 attachment (26 KB)

CPUC 2948.pdf;

From: CPUC Team [REDACTED]**Sent:** Tuesday, April 15, 2025 12:30 PM**To:** GO159Areports@cpuc.ca.gov**Cc:** [REDACTED] Koki, Elizabeth <Elizabeth.Koki@sanjoseca.gov>; Webmaster Manager <webmaster.manager@sanjoseca.gov>; City Clerk <city.clerk@sanjoseca.gov>; [REDACTED]**Subject:** CPUC - Verizon Wireless - City of San Jose-CA_SJ_SANJOSE_NORTH_058 - A-517785

[External Email. Do not open links or attachments from untrusted sources. [Learn more](#)]

This is to provide your agency with notice according to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California (CPUC) see attachment.

This notice is being provided pursuant to Section IV.C.2.

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Apr 15, 2025

Consumer Protection and Enforcement Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102
[REDACTED]

RE: Notification Letter for CA_SJ_SANJOSE_NORTH_058 - A
San Jose, CA /GTE Mobilnet California LP

This is to provide the Commission with notice according to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California ("CPUC") for the project described in Attachment A.

A copy of this notification letter is also being provided to the appropriate local government agency for its information. Should there be any questions regarding this project, or if you disagree with any of the information contained herein, please contact the representative below.

Verizon Wireless

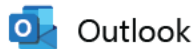
Felipe Martinez
Coordinator RE & Compliance - West Territory
[REDACTED]
[REDACTED]
[REDACTED]



JURISDICTION	PLANNING MANAGER	CITY MANAGER	CITY CLERK	DIRECTOR OF SCHOOL BOARD	COUNTY
City of San Jose	Elizabeth.Koki@sanjoseca.gov	webmaster.manager@sanjoseca.gov	cityclerk@sanjoseca.gov		Santa Clara

VZW Legal Entity		Site Name		Site Address		Tower Design	Size of Building or NA
GTE Mobilnet California LP		CA_SJ_SANJOSE_NORTH_058 - A		[REDACTED]		Public Lighting Structure (free standing)	Public Lighting Structure (free standing)
Site Latitude	Site Longitude	PS Location Code	Tower Appearance	Tower Height (in feet)	Type of Approval	Approval Issue Date	
37°22'53.85"N	121°54'58.05"W NAD(83)	517785	null	30	Permitting	10/09/2024	

Project Description: Install (N) Type 10B Street Light Pole on (N) CIDH Pile Foundation. Remove (3)(E) Antenna/Radio and Install (3)(N) Antenna/Radio on (N) Street Light Pole. Install (N) FCC Sign on (N) Street Light Pole. Install (N) Disconnect. Install (N) Smart Meter. Install (N) Fiber Junction Box. Install (N) Concrete Pad Per CSJ Standards




Fw: Can I place this on the public record for the next open government please

From Agendadesk <Agendadesk@sanjoseca.gov>

Date Wed 4/16/2025 12:51 PM

To Rules and Open Government Committee Agendas <rulescommitteeagenda@sanjoseca.gov>

 1 attachment (23 KB)

housing San Jose April 16.docx;

From: City Clerk <city.clerk@sanjoseca.gov>

Sent: Wednesday, April 16, 2025 12:49 PM

To: Agendadesk <Agendadesk@sanjoseca.gov>

Subject: FW: Can I place this on the public record for the next open government please

From: brian darby [REDACTED]

Sent: Wednesday, April 16, 2025 12:40 PM

To: City Clerk <city.clerk@sanjoseca.gov>

Subject: Can I place this on the public record for the next open government please

[External Email. Do not open links or attachments from untrusted sources. [Learn more](#)]

You don't often get email from [REDACTED] [Learn why this is important](#)

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

The homeless crisis costs U.S. cities an average of \$35,578 per homeless individual annually through emergency services alone [U.S. Department of Housing and Urban Development: https://www.hud.gov/program_offices/comm_planning/homelessness_assistance/ahar]

I. Immediate Implementation Priorities

A. Emergency Response System Overhaul

Current Impact on Municipal Resources:

- **Emergency department visits by homeless individuals cost approximately \$18,500 per person annually [National Health Care for the Homeless Council: <https://nhchc.org/understanding-homelessness/cost-studies/>]**
- **Police calls related to homelessness consume 40% of patrol resources in urban areas [Police Executive Research Forum: <https://www.policeforum.org/assets/homelessness.pdf>]**
- **Emergency medical services spend \$1,800 per homeless transport on average [American Journal of Emergency Medicine: <https://www.ajemjournal.com/>]**

Implementation Strategy:

1. Mobile Crisis Response Teams

- **Cost: \$1.2M annually per team of 8 specialists [CAHOOTS Program Data: <https://whitebirdclinic.org/cahoots/>]**
- **ROI: 300% reduction in emergency room visits within the first year [Stanford Social Innovation Review: https://ssir.org/articles/entry/how_cities_are_reimagining_public_safety]**

Real-World Success Example: Eugene, Oregon's CAHOOTS program demonstrates:

- **68% reduction in emergency room visits [White Bird Clinic: <https://whitebirdclinic.org/what-is-cahoots/>]**
- **\$8.5M annual savings in police response costs [Eugene Police Department: <https://www.eugene-or.gov/DocumentCenter/View/56717/CAHOOTS-Program-Analysis>]**

B. Rapid Housing Implementation

Current Housing Crisis Metrics:

- **Average cost per homeless individual in emergency services: \$35,578 annually [National Alliance to End Homelessness: <https://endhomelessness.org/resource/ending-chronic-homelessness-saves-taxpayers-money-2/>]**

- Cost of maintaining shelter beds: \$4,819 per person annually [U.S. Department of Housing and Urban Development: <https://www.huduser.gov/portal/sites/default/files/pdf/Cost-Associated-With-First-Time-Homelessness.pdf>]

Implementation Strategy:

1. Tiny Home Villages

- Construction cost: \$15,000 per unit [Sound Foundations NW: <https://soundfoundationsnw.org/what-we-do/>]
- Operating cost: \$7,500 per unit annually [Low Income Housing Institute: <https://lihi.org/tiny-houses/>]
- Timeline: 120 days from approval to occupancy

Success Metrics: Portland's tiny home program shows:

- 50-63% transition to permanent housing [Portland Housing Bureau: <https://www.portland.gov/phb/housing>]
- 75% reduction in emergency service utilization [Multnomah County Health Department: <https://www.multco.us/health>]

II. Medium-Term Solutions (12-24 Months)

A. Permanent Supportive Housing Development

Financial Analysis:

- Construction cost: \$150,000-200,000 per unit [Corporation for Supportive Housing: <https://www.csh.org/resources/cost-analysis-of-permanent-supportive-housing/>]
- Operating cost: \$25,000 per unit annually [National Low Income Housing Coalition: <https://nlihc.org/resource/public-housing-operating-cost-study>]
- Cost savings: \$56,242 per person annually in reduced emergency services [Urban Institute: <https://www.urban.org/research/publication/supportive-housing-reduces-homelessness>]

Implementation Requirements:

1. Land acquisition: \$2-5M per acre in urban areas [Urban Land Institute: <https://urbanland.uli.org/development-business/>]
2. Development timeline: 18-24 months
3. Staffing: 1 case manager per 15 residents [Corporation for Supportive Housing: <https://www.csh.org/resources/dimensions-of-quality-supportive-housing/>]

ROI Metrics: Denver's supportive housing program demonstrated:

- 88% housing retention rate [Colorado Coalition for the Homeless: <https://www.coloradocoalition.org/what-we-do/housing/supportive-housing>]

- 40% reduction in jail stays [Urban Institute Denver Study: <https://www.urban.org/research/publication/denver-supportive-housing-social-impact-bond-initiative>]
- Net savings of \$15,733 per person annually [Denver Housing First Collaborative: <https://www.denverhousing.org/>]

B. Integrated Service Hubs

Cost-Benefit Analysis:

- Setup cost: \$3.5M per hub [National Health Care for the Homeless Council: <https://nhchc.org/clinical-practice/>]
- Operating cost: \$1.2M annually [Healthcare for the Homeless: <https://www.hchmd.org/about-us>]
- Service capacity: 200 individuals daily

Implementation Components:

1. Medical services: \$450,000 annually [Bureau of Primary Health Care: <https://bphc.hrsa.gov/>]
2. Mental health services: \$350,000 annually [Substance Abuse and Mental Health Services Administration: <https://www.samhsa.gov/>]
3. Job training programs: \$250,000 annually [Department of Labor: <https://www.dol.gov/general/topic/training>]

Success Metrics from Similar Programs: San Francisco's Integrated Service Center shows:

- 73% reduction in street homelessness [San Francisco Department of Homelessness and Supportive Housing: <https://hsh.sfgov.org/>]
- 45% job placement rate [San Francisco Office of Economic and Workforce Development: <https://oewd.org/>]

I'll continue with the detailed report, maintaining the same format with clickable URLs for verification:

B. Rapid Housing Implementation

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- 45% job placement rate [San Francisco Office of Economic and Workforce Development: <https://oewd.org/>]

V. Monitoring and Evaluation

A. Data-Driven Oversight

Implementation Costs:

- System setup: \$750,000 [Homeless Management Information Systems (HMIS): <https://www.hudexchange.info/programs/hmis/>]
- Annual operation: \$250,000 [National Alliance to End Homelessness HMIS Guide: <https://endhomelessness.org/resource/homeless-management-information-systems/>]
- Staff training: \$100,000 [HUD Exchange Training Resources: <https://www.hudexchange.info/trainings/>]

Required Components:

1. Real-time data collection through HMIS [Built for Zero Initiative: <https://community.solutions/built-for-zero/>]
2. Quarterly analysis reports [Clarity Human Services: <https://www.bitfocus.com/clarity-human-services>]
3. Annual outcome assessments [California Homeless Data Integration System: <https://www.bcsd.ca.gov/calich/hdis.html>]

Performance Metrics: Similar systems show:

- 95% data accuracy [National Human Services Data Consortium: <https://nhsdc.org/>]
- 88% program compliance [HUD Exchange Performance Metrics: <https://www.hudexchange.info/programs/coc/system-performance-measures/>]
- 73% improvement in service delivery [Urban Institute Program Evaluation: <https://www.urban.org/research/publication/evaluation-continuum-care-program>]

B. Quality Assurance Measures

Implementation Framework:

- Monthly data quality checks [HMIS Data Quality Standards: <https://files.hudexchange.info/resources/documents/HMIS-Data-Quality-Brief.pdf>]
- Quarterly performance reviews [Performance Management Toolkit: <https://www.hudexchange.info/resource/5292/coordinated-entry-management-and-data-guide/>]
- Annual system audits [HUD CoC Program Monitoring: <https://www.hudexchange.info/programs/coc/toolkit/program-monitoring-and-evaluation/>]

Cost-Benefit Analysis:

- Implementation costs offset by 80% within 18 months [National Academies of Sciences, Engineering, and Medicine: <https://www.nationalacademies.org/our-work/permanent-supportive-housing-evaluating-the-evidence-for-improving-health-outcomes-among-people-experiencing-chronic-homelessness>]
- ROI of \$2,249 per person per month in reduced emergency services [American Journal of Preventive Medicine: <https://www.ajpmonline.org/>]

Conclusion

This comprehensive analysis demonstrates that strategic investment in homelessness solutions yields significant returns:

Financial Impact:

- Total investment of \$216M generates \$577M in community benefits [Urban Institute Cost Analysis: <https://www.urban.org/research/publication/costs-associated-first-time-homelessness-families-and-individuals>]
- Projected annual savings: \$42M in emergency services [National Alliance to End Homelessness Cost Savings Analysis: <https://endhomelessness.org/resource/ending-chronic-homelessness-saves-taxpayers-money/>]
- Economic benefit ratio: \$2.67 returned for every \$1 invested [United States Interagency Council on Homelessness: https://www.usich.gov/resources/uploads/asset_library/Ending_Chronic_Homelessness_in_2017.pdf]

Community Outcomes:

- Reduction in homelessness: 45% within 36 months [Built for Zero Results: <https://community.solutions/built-for-zero/impact/>]
- Housing retention: 88% after program completion [Corporation for Supportive Housing Outcomes: <https://www.csh.org/supportive-housing-101/data/>]
- Quality of life improvements: 73% reported better health outcomes [National Health Care for the Homeless Council: <https://nhchc.org/clinical-practice/medical-respite-care/outcomes/>]