

City of San José Annual Implementation Plan Update

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

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



Fiscal Year 2023-2024



Implementation Plan Update

The following section includes tables for all of the Community Plan to End Homelessness (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 CPTEH.

Strategy

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

Strategy 1

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

Sub-Strategy

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



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.

Lessons Learned/Comments

During the current federal legislative session (118th Congress), the City supported two key bills: the Housing for All Act of 2023 (S.2701) and the Family Stability and Opportunity Vouchers Act of 2023 (S.1257/H.R.3776). These pieces of legislation are aimed at increasing funding for affordable housing production and preservation, expanding the allocation of housing choice vouchers, and promoting upward mobility for working families. In addition, the Intergovernmental Relations (IGR) team, in coordination with the Mayor and Council, secured an earmark from Congressman Panetta to fund a 100-bed expansion at the Rue Ferrari Emergency Interim Housing location.

Department (Contact)

CMO; API (Zane Barnes)

Outcome Goal for FY 2023-2024

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.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

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.

Category

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

City Action

The City Action lays out how the City will implement the strategies of the CPTEH. The City Action is grouped into two sections.

Fiscal Year 2023-2024 Goal

The upper section includes a description of the action, the outcome goal for Fiscal Year (FY) 2023-24, the responsible department, contact person of the department, whether the outcome goal for FY 2023-2024 was met, and lessons learned/comments for FY 2023-2024.

Fiscal Year 2024-2025 Goal

The lower section includes the outcome goal for FY 2024-2025 as well as the updated department contact if it has changed.

Reporting and Accountability

After each fiscal year, which ends June 30th of each year, the City will update its progress toward 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

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

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CITY ACTION

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Department (Contact)

CMO; API (Zane Barnes)

Outcome Goal for FY 2023-2024

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FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

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Lessons Learned/Comments

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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.

Department (Contact)

CMO (Omar Passons)

Outcome Goal for FY 2023-2024

Identify one appropriate pilot or expansion partnership opportunity.

Lessons Learned/Comments

A key lesson learned was the importance of starting discussions around pilot options earlier, ideally in the fall, before the next budget period. The challenge of building multi-sector partnerships highlighted the need for better timing. Due to the initial adoption of the Implementation Plan, certain critical discussions could not advance until after the close of the last fiscal year, causing delays in partnership development.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Seek cooperative partnerships to fund the identified pilot across workforce, housing, income supports, and other needs, with the goal of submitting at least one grant application or securing resources in coordination with City and partner organizations.



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 the City's 2023-2031 Housing Element and add near-term work plan items to Housing Catalyst Work Plan.

Department (Contact)

Housing (Kristen Clements)

Outcome Goal for FY 2023-2024

Certification of the City's Housing Element by State Department of Housing and Community Development.

Lessons Learned/Comments

The City's 2023-2031 Housing Element was completed and certified by the State of California on January 29, 2024. In February 2024, the final first-year Housing Catalyst Work Plan and progress updates were presented to the City Council's Committee on Community and Economic Development. The City Council subsequently approved these in March 2024, alongside the City's Annual Progress Report on the first year of the 2023-2031 Housing Element. Staff submitted this report to the state in late March 2024.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Advance approximately 10 short-term and ongoing work items in the Housing Catalyst Work Plan/Housing Element, specifically aimed at increasing housing production for homeless residents, preserving housing for vulnerable households, and providing services to residents experiencing homelessness.

Description of Action

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

Department (Contact)

Housing Catalyst Team

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Seek City Council approval for the identified changes in fee calculations. Continue to update the PBCE websites with contact information and sample fee estimates. Expand the fee estimator to include Commercial Tenant Improvements (estimated to occur by Spring/Summer 2025 and new multifamily developments by Fall/Winter 2025).

Departmental Contact for Next Year

Planning, Building, and Code Enforcement (Jerad Ferguson)

Lessons Learned/Comments

The Planning, Building, and Code Enforcement Department (PBCE) has made significant improvements to its webpages by posting forms for various permits and providing detailed information about development-related fees and taxes. Recently, the first phase of the Online Fee Estimator was launched for Accessory Dwelling Units and new single-family residential construction. This tool uses plain language questions to estimate permit fees based on recent, similar permits.

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 FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Present zoning ordinance changes to City Council for adoption, allowing Senate Bill 9 style development in the R-2 zoning district and on properties listed in the Historic Resources Inventory.

Lessons Learned/Comments

Approximately 8,000 additional properties may be eligible for Senate Bill 9 style housing if the zoning ordinance is updated to allow such development on properties on the Historic Resources Inventory and in the R-2 zoning district.

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 FY 2023-2024

Identify draft residential and small business displacement feature.

Lessons Learned/Comments

The City’s existing residential anti-displacement strategies are well-developed and effective. However, many of the commercial anti-displacement strategies suggested by the consultant present significant resource demands or face legal challenges under California law. Despite these challenges, staff in the Planning, Building, and Code Enforcement Department has collaborated with the Office of Economic Development and Cultural Affairs to identify feasible strategies.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Present the Five Wounds Urban Village Plan Update to City Council for adoption.

Departmental Contact for Next Year

Planning, Building, and Code Enforcement (Martina Davis)

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 FY 2023-2024

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

Lessons Learned/Comments

The initiative appears to be successful, with some developer interest in utilizing the overlay zones for housing development.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

There will be no new outcome goal for FY 2024-2025 as this objective is being closed out.

Departmental Contact for Next Year

Planning, Building, and Code Enforcement (Jerad Ferguson)

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 constructibility reviews of the land, and assist with identifying land suitability for developing affordable housing/interim housing spaces.

Lessons Learned/Comments

The Public Works (PW) department is actively delivering five Emergency Interim Housing (EIH) projects: Cerone, Cherry, Berryessa, Rue Ferrari Expansion, and Via del Oro. Additionally, PW is working on the development of three supportive sleeping sites.

Department (Contact)

Public Works (Tala Fatolahzadeh/Sal Kumar)

Outcome Goal for FY 2023-2024

Maintain a minimum of five 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 five interim housing sites.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue to maintain a minimum of five active implementation projects focused on interim housing development, supportive parking, and supportive sleeping sites in the design and construction phases. Provide technical expertise in the exploration of new interim housing sites as needed.

Description of Action

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

Lessons Learned/Comments

The project is on track to seek approval and develop 500 new supportive sleeping spaces.

Department (Contact)

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

Outcome Goal for FY 2023-2024

Identify and seek approval of 500 new opportunities.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Focus on completing construction to support the 500 identified supportive sleeping spaces. Continue to identify and pursue additional opportunities as needed.

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 FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Release an Over-the-Counter Notice of Funding Availability in 2024-2025, manage the new pipeline, and fund remaining waitlisted projects. The goal is to fund approximately 600 new homes, including 179 supportive housing units.

Departmental Contact for Next Year

Housing (Banu San)

Lessons Learned/Comments

The \$50 million Notice of Funding Availability was released in October 2023 and was oversubscribed by five times, with a total City funding request of \$257,450,000 for 1,865 units. Four proposals were selected, resulting in 338 units being awarded \$50 million in total funding.

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 FY 2023-2024

Provide informational item at City Council in Q1 2024 and 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.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Educate the public on Proposition 5, which would lower the voter threshold from a vote of two-thirds of the electorate to 55% for bonds issued for affordable housing and infrastructure on the November 2024 ballot. Passage of proposition 5 is expected to be necessary for the regional bond, which may return to the ballot in 2026.

Departmental Contact for Next Year

Housing and City Manager's Office (Kristen Clements)

Lessons Learned/Comments

Staff released an information memorandum on the regional bond and planned outreach to educate the public on the City's expenditure plan in November 2023. City Council voted to support the regional bond on June 4, 2024, and the Council's support was conveyed to the Association of Bay Area Governments/Metropolitan Transportation Commission, the oversight organization for the Bay Area Housing Finance Authority. Staff delayed community education efforts until after City Council endorsed the regional bond. However, the regional bond was pulled from the ballot for various reasons in August 2024.

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 FY 2023-2024

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 City Mayors Coalition, Mayors and CEOs for U.S. Housing Investment, and regional partners.

FY 2023-2024 Goal Met: Yes ✓



Lessons Learned/Comments

The City successfully lobbied for the restoration of the Homeless Housing, Assistance, and Prevention Grant Program in the final adopted state budget for FY 2024-2025. This resulted in a \$1 billion allocation for Round 6 of Homeless Housing, Assistance, and Prevention funding, which will be available to cities, counties, and continuum of care partners. This advocacy effort was conducted in close collaboration with the Big City Mayors coalition and involved direct outreach by the City to members of the state delegation and the Governor's office.

New Outcome Goal for FY 2024-2025

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 FY 2023-2024

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

FY 2023-2024 Goal Met: No



Lessons Learned/Comments

The Housing Department's Policy Team began drafting the Assessment of Fair Housing Plan in Q1 2024. However, the item was delayed in moving to the City Council, as the true deadline for finalizing this document is in spring 2025. The needs assessment portion of the Assessment of Fair Housing Plan will support the City's new 2025-2030 Consolidated Plan.

New Outcome Goal for FY 2024-2025

Council approval of the Assessment of Fair Housing Plan and submittal to HUD by Q3 2025.

Departmental Contact for Next Year

Housing (Kristen Clements)

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 FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Begin implementing the strategies outlined in the three-year strategic plan for the rent stabilization program

Lessons Learned/Comments

Further outreach on the draft plan was conducted in Q1 and Q2 2024, following the direction of the Community and Economic Development Committee (CEDC). The revised draft of the three-year strategic plan was scheduled to be presented to the CEDC in April 2024, but was deferred at the request of the CEDC Chair to allow input from the new Housing Director. A status report on the draft Plan was accepted by the CEDC on August 26, 2024, and the strategic plan approved by City Council on September 17, 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.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

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.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Serve a combined total of 1,300 unduplicated households. Of the full legal representation cases, 85% will result in at least one positive outcome for the client, such as avoiding eviction judgments, maintaining housing, or avoiding litigation. Additionally, 85% of participants in dispute resolution cases will resolve at least one of their rental housing issues.

Departmental Contact for Next Year

Housing (Emily Hislop)

Lessons Learned/Comments

The goal of serving 1,400 unduplicated households was achieved through the combined efforts of the Housing Rights Consortium (1,089 unduplicated households) and the Eviction Help Center legal services (458 households). Due to increased need and limited legal service capacity, the goal was met by extending the Eviction Help Center's legal services contract for an additional nine months using unspent federal American Rescue Plan Act funds. The Eviction Help Center provided both walk-in and virtual hours dedicated to San José residents facing eviction issues. As pandemic-era federal funding ended, the Housing Department developed a strategy to assist tenants and property owners more effectively in resolving disputes and rental unit issues. Two Request for Proposals were issued for services in FY 2024-2025: one for legal services for low-income tenants and another for neutral tenant-landlord counseling and dispute resolution services.

Description of Action

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

Department (Contact)

Housing (Emily Hislop)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓

**Lessons Learned/Comments**

The need remains significant, as the number of eviction cases in Santa Clara County and San José continues to exceed pre-pandemic levels. Over 90% of eviction cases are related to non-payment of rent. The program is currently funded through FY 2024-2025 by a State Earmark Grant.

New Outcome Goal for FY 2024-2025

Prevent approximately 90 households from eviction through rental assistance and settlement agreements.

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 for acquisition and rehabilitation of naturally occurring affordable housing.

Department (Contact)

Housing (Rachel VanderVeen)

Outcome Goal for FY 2023-2024

Make awards based on the Notice of Funding Availability in Spring 2024.

FY 2023-2024 Goal Met: No

**Lessons Learned/Comments**

A preservation Notice of Funding Availability for the acquisition and rehabilitation of naturally occurring affordable housing was released in late 2023. However, the staff's request for an award to City Council was delayed until fall 2024 to ensure the feasibility of the proposal submitted during the Notice of Funding Availability's brief open period. Staff plans to request City Council approval in fall 2024 for an 18-unit property that applied for funding to acquire, rehabilitate, and operate as restricted affordable housing.

New Outcome Goal for FY 2024-2025

Release an Over-the-Counter Notice of Funding Availability for the acquisition and rehabilitation of existing housing, subject to funding availability.

Departmental Contact for Next Year

Housing (Kristen Clements)

Category E

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.

Department (Contact)

OEM (Ray Riordan)

Outcome Goal for FY 2023-2024

City Council will adopt the updated hazard mitigation plan.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue to maintain the Local Hazard Mitigation Plan, which is renewed every five years.

Lessons Learned/Comments

In December 2023, City Council adopted an updated Local Hazard Mitigation Plan, and in August 2024, the plan received approval from the Federal Emergency Management Agency.

Description of Action

Implement the soft story program.

Department (Contact)

OEM (Ray Riordan)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Begin implementing the seismic soft story survey following City Council approval of the ordinance.

Lessons Learned/Comments

City Council is scheduled to consider the Soft Story Ordinance on September 24, 2024.



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.

Lessons Learned/Comments

N/A

Department (Contact)

Airport (Matthew Kazmierczak)

Outcome Goal for FY 2023-2024

100% compliance by all covered businesses at the Airport.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Maintain 100% compliance by all covered businesses at the City's Airport.

Description of Action

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

Lessons Learned/Comments

The Intergovernmental Relations team continued to seek opportunities to support legislation that promotes economic opportunity for San José residents and families. While the City's current Legislative Program had already been completed, and this advocacy was not reflected in the written document, significant efforts were made in line with the directive to include advocacy for a living wage. A specific item addressing the living wage will be incorporated into the next iteration of the City's Legislative Program.

Department (Contact)

CMO; API (Zane Barnes)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Support and advocate for at least one piece of state legislation that directly enhances economic opportunities or economic mobility for San José residents and families.

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

The Library Department 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.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Host at least four job fairs for a minimum of 500 jobseekers facing housing vulnerability.

Lessons Learned/Comments

The Library Department successfully hosted three job fairs during FY 2023-2024, with a total of 521 attendees. Collaborating with organizations specializing in workforce development provided unique access to employers and targeted resources to help jobseekers successfully transition into employment, such as business clothing and updated lists of active job seekers. These events also created a valuable networking platform for a diverse group of stakeholders, including employers and community organizers, to connect and exchange resources.

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.

Department (Contact)

OEDCA (Sangeeta Durrall)

Outcome Goal for FY 2023-2024

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.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Enroll 100 clients and place the majority in high-wage, high-growth jobs.

Lessons Learned/Comments

By the end of FY 2023-2024, 59 clients were enrolled, although the goal of enrolling 100 clients was set for the FY 2024-2025 period. The aim is to place the majority of these clients in high-wage, high-growth occupations. These clients with justice involvement and/or unstable housing require more intensive, longer-term services, leading to a higher cost per client. The success of the pilot project has been driven by weekly meetings with partner case managers to ensure regular sharing of client status information.



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

All Categories

CITY ACTION

Description of Action

Implement Office of Social and 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 Social and Racial Equity (Zulma Maciel)

Outcome Goal for FY 2023-2024

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).

Lessons Learned/Comments

The Office of Racial and Social Equity (ORSE) provided 15 trainings to 420 participants, receiving a 4.7/5 rating. All attendees reported an intent to apply a concept learned in the training to their work. Additionally, the ORSE conducted 54 consultations and provided technical assistance. However, it remains challenging for City staff to prioritize these trainings due to high workloads.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue to establish and maintain infrastructure and organizational capacity to support the City's commitment to eliminating inequities (Office of Racial and Social Equity Work Plan Objective #2).

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 FY 2023-2024

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 FY 2023-2024.

Lessons Learned/Comments

The City of San José continued its close collaboration with the Lived Experience Advisory Board of Silicon Valley and launched a series of "Your Voice, Your Input" sessions, which were attended by various unhoused residents of San José.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

There will not be a new FY 2024-2025 goal, as this objective is being closed out. However, the City will continue to collaborate with existing groups of individuals with lived experiences of homelessness without establishing a specific numeric goal for FY 2024-2025.

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 FY 2023-2024

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.

Lessons Learned/Comments

To strengthen the partnership with the Lived Experience Advisory Board, attending their general membership meetings proved instrumental in fostering a working relationship. Staff also presented various topics of interest and project overviews to Lived Experience Advisory Board. Members of Lived Experience Advisory Board provided valuable input and feedback on numerous programs aimed at addressing homelessness in San José, including procurements for homeless services, standardizing aspects of interim housing operations, and offering feedback on design concepts for expanding and developing housing sites.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Continue to center the voices of persons with lived experience of homelessness and/or housing instability in Housing Department-funded programs and services. Continue to include individuals with lived expertise in strategic planning, program design, procurements, and other relevant processes.

Departmental Contact for Next Year

Housing (Alejandra Tlalli-Miles)

Description of Action

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

Department (Contact)

Housing (Rachel VanderVeen)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

In 2023, staff successfully filled and onboarded the Housing and Community Development Commission Lived Experience seats, coordinating with the City Clerk's Office and Finance Department to ensure support for commissioners, including access to City Hall resources. Staff completed a confidential evaluation in 2024 and worked to refill the alternate lived experience commissioner seat.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Ensure that the Lived Experience Commissioner seat and/or alternate is occupied at all times during the year and conduct an annual evaluation with the Lived Experience Commissioners.

Departmental Contact for Next Year

Housing (Mindy Nguyen)

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 FY 2023-2024

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

Lessons Learned/Comments

Information from the RV resident survey will be used to evaluate the current approach and inform future improvements.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

There will be no new outcome goal for FY 2024-2025 as this objective is being closed out following its completion and one-time funding commitment.

Departmental Contact for Next Year

Housing (Greg Pensinger)

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 Program: 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 FY 2023-2024

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

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Assist developers with California Debt Limit Allocation Committee applications and support affordable housing development by providing tax-exempt financing upon receipt of the California Debt Limit Allocation Committee allocation. Complete financing for Lupina, Kooser Apartments, and 525 N. Capitol upon receipt of California Debt Limit Allocation Committee allocations.

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle.

Description of Action

Support Housing Department with multifamily housing debt financing projects.

Department (Contact)

Housing (Kemit Mawakana)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

Debt financing for both the Dry Creek Crossing and 1510 Parkmoor projects was successfully completed, and construction began in December 2023.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Request City Council loan approvals for the Hawthorn, 525 N Capitol, Kooser, and Lupina developments, which will total 500 affordable homes.

Departmental Contact for Next Year

Housing (Banu San)

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 FY 2023-2024

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

Lessons Learned/Comments

During the first year of the pilot program, operators applied best practice research and experimented with different methods to engage clients and identify each client's unique housing barriers. This approach allowed for more tailored service delivery and resource connection. The process remains iterative and will help refine program goals and implementation for the second year.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Maintain or increase the level of client engagement. Address clients' individual housing barriers to connect them with appropriate resources. Focus on increasing clients' housing stability, employment or income streams, educational attainment, and overall sense of agency and wellness.

Departmental Contact for Next Year

Housing (Greg Pensinger)

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 FY 2023-2024

Approximately 200 individuals will find and maintain permanent housing.

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Approximately 200 individuals will find and maintain permanent housing.

Departmental Contact for Next Year

Housing (Greg Pensinger)

Lessons Learned/Comments

While most participants are expected to remain permanently housed, the program primarily supports sustaining housing rather than new attainments. It is crucial to identify an ongoing funding source to support the services provided through the Care Coordination Program. Additionally, there is a need to increase the \$1 million award, as this amount has not been adjusted in several years.

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 FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Greg Pensinger)

Lessons Learned/Comments

The program is being evaluated to determine if a lower cost per unit per month formula can be created to increase the leverage of the Motel Voucher Program.

New City Action

Description of Action

Through a pilot program, the San José Police Department personnel will transport individuals who would normally be cited for low-level narcotics violations to the Mission Street Recovery Station. This initiative aims to provide resources and support with the goal of potentially changing behaviors.

Outcome Goal for FY 2024-2025

Transport 20 individuals per month to the Mission Street Recovery Station under the pilot program.

Department (Contact)

San José Police Department (Jaime Jimenez and Brian Spears)



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 the Homelessness Prevention System during FY 2023-2024.

Lessons Learned/Comments

Over 1,800 new households were served, with 64% from San José. Of those receiving assistance, 97% remained stably housed.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

Prevent approximately 1,700 individuals from falling into homelessness.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

The development of the outcome goal will require coordination with the County of Santa Clara, with future discussions determining the final outcome for the next fiscal year.

Departmental Contact for Next Year

Housing (Greg Pensinger)



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 and 2) the Notice of Funds Availability for acquisition and rehabilitation of housing units.

Lessons Learned/Comments

The Housing Department is revamping the entire procurement process and, as a result, this deliverable is being discontinued until the process revamp is completed. The FY 2023-2024 outcome goal will not have a new FY 2024-2025 goal as it is being closed out.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

There will be no new outcome goal for FY 2024-2025 as this objective is being closed out due to the revamp of the Housing Department’s procurement process.

Departmental Contact for Next Year

Housing (Cupid Alexander)

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.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

The Housing 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.

Lessons Learned/Comments

Recruitment classifications were revised to reduce barriers for hiring individuals with lived experience of homelessness (e.g., removing high school diploma requirements). Additionally, the Therapeutic Specialist positions initially included in this outcome goal were transferred to another department.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Publish recruitments that specifically include language encouraging candidates with lived experience of homelessness to apply, ensuring that higher education is not a job requirement.

Departmental Contact for Next Year

Housing (Cupid Alexander)

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.

Department (Contact)

Housing (Kristen Clements)

Outcome Goal for FY 2023-2024

Present draft framework to Community and Economic Development Committee.

Lessons Learned/Comments

Staff presented the proposed Tenant Preferences Program to Fight Displacement to the City Council Community and Economic Development Committee in February 2024, which recommended approval. The City Council approved the program in March 2024, and staff began implementation in late spring 2024.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Work with affordable property owners and managers to integrate the tenant preferences program in at least 50 apartments.

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 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.

Department (Contact)

Public Works (Tala Fatolahzadeh/Sal Kumar)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

Groundbreaking took place for over 400 new interim shelter beds, including Branham/ Monterey (72 beds), Pacific Motor Inn (216 beds), and Via del Oro (150 beds). Additionally, 85 supportive Recreational Vehicle spaces were established at the Berryessa site.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Break ground on a minimum of 400 additional interim shelter beds and 500 supportive sleeping spaces.

Description of Action

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

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

Approximately 240 individuals will be served.

Lessons Learned/Comments

A total of 284 unduplicated individuals were served. Consider expanding the spaces and locations where Overnight Warming Locations are operated, including exploring the possibility of scaling up operations and addressing associated costs.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

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

Departmental Contact for Next Year

Housing (Cupid Alexander)

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.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

Challenges with the landowner have delayed the project. A new location should be considered. The FY 2023-2024 outcome goal will not have a new FY 2024-2025 goal as it is being closed out.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

There will be no new outcome goal for FY 2024-2025 as this objective is being closed out.

Departmental Contact for Next Year

Housing (Cupid Alexander)

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.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

Provide recommendations in winter 2024.

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Cupid Alexander)

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.

Lessons Learned/Comments

The Housing Department is working to align its housing outcomes with the goal of achieving functional zero—this may be updated or revised in the next cycle.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

No outcome goal was identified for FY 2023-2024.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Continued alignment and operationalization toward implementation.

Departmental Contact for Next Year

Housing (Cupid Alexander)

Description of Action

Continue implementing the Motel Voucher Program.

Lessons Learned/Comments

HMIS data indicates that 203 Motel Voucher Program clients achieved permanent housing exits in FY 2023-2024, out of a total of 348 exits, representing 58%.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

38% of clients who exit will do so to a permanent housing destination.

Departmental Contact for Next Year

Housing (Greg Pensinger)

Description of Action

Continue implementing Evans Lane interim shelter for families.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

41% of families enrolled in the Evans Lane interim shelter will exit to permanent housing.

Departmental Contact for Next Year

Housing (Greg Pensinger)

Lessons Learned/Comments

Outcome goals are based on the System Performance Benchmarks (Emergency Shelter) established by the Santa Clara County Continuum of Care.

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.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

Establish two Community Advisory Committees at new temporary housing programs.

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Greg Pensinger)

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle.



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.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

The popularity of mobile showers has led to increased demand. The ability to temporarily locate showers in high-need areas is valuable, as the unsheltered population's needs can be migratory.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue implementing mobile hygiene and showers.

Departmental Contact for Next Year

Housing (Greg Pensinger)

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 Santa Clara Valley Transportation Authority for free rides to overnight warming locations and shelters.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

100% utilization of City overnight warming locations.

Lessons Learned/Comments

The FY 2023-2024 action and outcome goal is under review and may be updated or revised in the next cycle, as the Housing Department did not track the utilization of the Overnight Warming Locations system in connection with transportation provided by Santa Clara Valley Transportation Authority.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

The FY 2023-2024 outcome goal is under review, as the Housing Department examines a methodology on tracking success. Information may be updated or revised in the next cycle.

Departmental Contact for Next Year

Housing (Greg Pensinger)

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 Santa Clara Valley Transportation Authority 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.

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

Approximately 2,000 participants to receive transit passes.

FY 2023-2024 Goal Met: No**New Outcome Goal for FY 2024-2025**

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Vanessa Butera)

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.

Lessons Learned/Comments

The Targeted Outreach and Engagement Program was delayed and not executed until August 2024. During the design of the new program model, it became clear that increased cross-departmental coordination and reconciliation of multiple demands on limited outreach capacity were necessary before launch. Clarifying outcome measures, determining when targeted areas would be resolved, and defining the role of other departments are essential steps moving forward. No specific lessons learned from program implementation or data related to goals are available yet.

Department (Contact)

Housing (Kelly Hemphill)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: No**New Outcome Goal for FY 2024-2025**

45% of program participants will exit to permanent or temporary housing destinations.

Departmental Contact for Next Year

Housing (Vanessa Butera)

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.

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

Three procurements for homeless services in FY 2023-2024 will prioritize organizations that hire individuals with lived experience of homelessness.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Greg Pensinger)



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.

Lessons Learned/Comments

The initial vision of creating a dedicated space for downtown service providers and County behavioral health teams to collaborate and conduct case conferencing was underutilized. The entities were able to connect in other ways and did not require the space. Unlike other jurisdictions with numerous health and social service providers needing dedicated collaboration time, San José found that the three to four downtown partner organizations focused on high-need unhoused individuals did not need a dedicated space. As a result, the Housing Department is discontinuing the use of this space while maintaining coordination through other means.

Department (Contact)

OEDCA and Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue serving the unhoused in Downtown San José, refining our approach and increasing collaboration to provide more effective support to the downtown population. Discontinue the use of the collaborative space.



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.

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under re-evaluation and may be adjusted based on further discussions. Efforts are ongoing to align this deliverable. The team is exploring Proposition 1 and grant opportunities to determine if medical service funding can be secured from regional sources.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Explore potential regional and philanthropic sources to reduce emergency calls from interim housing sites and provide proactive healthcare options. Align work with the Dignity Moves initiative.

Departmental Contact for Next Year

Housing (Greg Pensinger)

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 FY 2023-2024

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.

Lessons Learned/Comments

The Environmental Services Department has hired a contractor to remove and replace the gas collection system and flare as part of Phase 1 of the project. This is a critical step toward supporting any future use options. The estimated timeline for completion is two to three years.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Meet with state and local regulators to explore options for the City to assess the viability and cost-effectiveness of creating healthy neighborhoods for all.

Description of Action

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

Department (Contact)

Housing (Vanessa Beretta); Library (Karla Alvarez)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Future discussions will determine a potential FY 2024-2025 goal.

Lessons Learned/Comments

The FY 2023-2024 outcome goal is under review and may be updated or revised in the next cycle. People Assisting the Homeless (PATH) currently provides drop-in services at the MLK Library three days a week and quarterly trainings for library staff. The Library Department collaborated with PATH and the Social Impact Team to lead outreach efforts with directly affected individuals.

Description of Action

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

Department (Contact)

PRNS (Olympia Williams)

Outcome Goal for FY 2023-2024

Launch pilot implementation of Homeless Data Integration Application.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Implement Phase II of the project.

Lessons Learned/Comments

It is crucial to engage all potential partner departments early in the planning process to ensure commitment and alignment. Future updates should aim to better synchronize the Encampment Resources Coordination System (ERCS, formerly the Encampment Management System) reporting with the SJ311 application. The ERCS has set the stage for improved cross-departmental coordination and enhanced analysis of encampment costs and impacts on various City service areas. Additionally, it has provided insights into potential ways to support residents living in encampments. While not a 2024 outcome goal, Parks, Recreation, and Neighborhood Services (PRNS) recognized the need expressed by encampment residents for stronger connections to County social services. In response, PRNS proactively reached out to County Department of Social Services to explore further support through CalFresh 101 and Public Assistance 101.

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.

Lessons Learned/Comments

In August 2024, the Library Department finalized plans to establish and launch the MyConnectSV@SJPL pilot program at select library locations, with the launch planned for December 2024.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Establish MyConnectSV@SJPL kiosks at key locations and implement an outreach campaign to raise awareness among individuals enrolled in the HMIS system. Collect baseline data during the pilot phase on user engagement, gather user feedback, and identify additional impact goals.

Description of Action

Release Phase 1 of an internally developed encampment management and 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.

Lessons Learned/Comments

The Encampment Management System has been renamed the Encampment Resources Coordination System. It would be valuable to invest in more robust training for end users at the outset to improve adoption. Additionally, training and adoption gaps can be better addressed through more comprehensive planning before launching future new phases.

Department (Contact)

ITD (Dhruv Hemmady)

Outcome Goal for FY 2023-2024

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 FY 2024-2025.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Begin development of Phase 2 of the Encampment Resources Coordination System to enhance collaboration between City teams and outreach partners in responding to encampments. Implement system enhancements to increase staff efficiency in processing cases and develop reports and data dashboards to support decision-making.

Departmental Contact for Next Year

Information Technology Department (Namrata Batra Agrawal)

Description of Action

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

Department (Contact)

Housing (Ragan Henninger)

Outcome Goal for FY 2023-2024

No outcome goal was identified for FY 2023-2024.

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Future discussions will determine a potential FY 2024-2025 goal.

Departmental Contact for Next Year

Housing (Greg Pensinger)



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 City department initiatives. Facilitate introductions and present on Holistic Library Initiative partnership opportunities for tabling and programming.

Department (Contact)

Library (Karla Alvarez)

Outcome Goal for FY 2023-2024

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

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Develop strategic partnerships with at least four service providers specializing in housing-supportive services to assist a minimum of 1,500 individuals through on-site services and programs at 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 FY 2023-2024

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

Lessons Learned/Comments

Unhoused resident traffic fatalities were tracked by cross-referencing data with the Santa Clara County Medical Examiner-Coroner's Office, which provides a determination of homelessness. In Summer 2023, the Department of Transportation published a storymap presenting this data, available at Unhoused Traffic Fatalities in San José.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue tracking traffic fatalities involving unhoused residents on City of San José streets to inform the potential development of focused prevention strategies in 2026.

Departmental Contact for Next Year

Department of Transportation (Heather Hoshii, Jesse Mintz-Roth)

Description of Action

Traffic Safety Outreach to unhoused community.

Department (Contact)

DOT (Heather Hoshii)

Outcome Goal for FY 2023-2024

Zero traffic fatalities involving unhoused individuals.

Lessons Learned/Comments

A Department of Transportation Traffic Safety Officer has been actively involved in outreach and engagement with individuals experiencing homelessness. In August 2023, Department of Transportation collaborated with a consultant to conduct outreach directly within encampments.

FY 2023-2024 Goal Met: Yes ✓



New Outcome Goal for FY 2024-2025

Continue outreach and engagement efforts to help ensure zero traffic fatalities involving unhoused individuals on City of San José streets.

Departmental Contact for Next Year

Department of Transportation (Heather Hoshii, Jesse Mintz-Roth)

Description of Action

The Library Department 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 FY 2023-2024

The Library Department welcomes at least 300 people experiencing housing insecurity and destigmatizes homelessness to broader library users in up to four library locations.

FY 2023-2024 Goal Met: Yes ✓

Lessons Learned/Comments

The Library Department hosted 387 participants in a variety of programs supporting individuals experiencing housing vulnerability at Joyce Ellington Branch Library, Biblioteca Latinoamericana Branch Library, Alum Rock Branch Library, and King Library. Participants expressed appreciation for the opportunity to connect with Library staff and community members, which helped foster a greater sense of belonging for a group that often feels invisible. Feedback included requests for more socialization opportunities, easier access to housing case management through MyConnectSV, and additional resource fairs for basic goods. These programs also allowed Library staff to gain a deeper understanding of the complexities and potential opportunities for resident support from the perspective of those accessing the Health Information Management System.

**New Outcome Goal for FY 2024-2025**

Continue to host programs such as Coffee and Conversation, Resource Fairs, and outreach at EIH sites to reach at least 500 residents.

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 FY 2023-2024

Expand the program to 350 additional participants.

FY 2023-2024 Goal Met: Yes ✓

Lessons Learned/Comments

Providing sufficient time to properly train and support Beautify San José staff was critical to enabling them to engage encampment residents effectively. This success resulted from management allocating sufficient resources and maintaining flexibility to address operational needs as they arose. Consider expanding the program to 1,000 residents, as participants in the Cash-4-Trash program have shown increased cooperation in keeping their encampments clean and adhering to Good Neighbor policies. The program should continue to target areas with cooperative encampment residents. In FY 2023-2024, 814 participants were involved in the Cash-4-Trash program.

**New Outcome Goal for FY 2024-2025**

Scale the Recreational Vehicle Pollution Prevention Program (RVP3) to provide biowaste services to 600 lived-in vehicles.

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 FY 2023-2024

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

Lessons Learned/Comments

The program achieved an average on-time trash collection rate of 89% for FY 2023-2024, with collection rates of 84% in Q1 and Q2, 93% in Q3, and 95% in Q4. This program faced minimal interruptions or redirections due to conflicting priorities, allowing it to consistently align with its design and outcome goals. Moving forward, increasing trash services at high-priority encampment locations should be considered.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Add a fourth encampment trash route to serve 40 encampments and/or encampment service 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 FY 2023-2024

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

Lessons Learned/Comments

Having clear and documented procedures for required abatement activities and personal belonging storage allowed Beautify San José to effectively communicate these processes to other department partners and, when appropriate, with unhoused residents during abatements. In FY 2023-2024, 298 abatements were completed, averaging about 6.2 abatements per week over 48 weeks. The time required per abatement varied from 1.5 to over 80 FTE hours, highlighting the significant staffing needs. Additionally, 197 escalated cleanups were conducted.

FY 2023-2024 Goal Met: Yes ✓

**New Outcome Goal for FY 2024-2025**

Update the encampment management abatement strategy to prioritize encampments located within rights-of-way (e.g. sidewalks) and those presenting significant health and safety concerns.

Description of Action

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

Department (Contact)

CMO (Omar Passons); PRNS (Jon Ciciirelli)

Outcome Goal for FY 2023-2024

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

Lessons Learned/Comments

Staff presented the existing Encampment Management practices and solicited feedback during a Council Study Session held as part of the budget process. However, additional City Council direction was provided during the Mayor's June Budget Message. The process of implementing pilot changes is now underway, with new approaches being rolled out as of Fall 2024.

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Implement the new Code of Conduct and revisions to abatement prioritization to enhance city cleanliness. Measure success by the decrease in Tier 3 encampments compared to the baseline established in Fall 2024.

Description of Action

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

Department (Contact)

Airport (Matthew Kazmierczak)

Outcome Goal for FY 2023-2024

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.

Lessons Learned/Comments

HomeFirst conducted several onsite visits in 2023 but lacked the bandwidth for dedicated outreach at the Airport. The Housing Department noted that specific funding would be needed for an Airport-focused team. The Santa Clara County Outreach/HEAT team (Abode Services) visits the Airport bi-monthly but has faced challenges engaging and enrolling clients in 2024, typically seeing two to eight unhoused individuals per visit. Many are reluctant to engage, though Abode provides food and beverages as needed.

FY 2023-2024 Goal Met: No

**New Outcome Goal for FY 2024-2025**

Secure funding from the Housing Department to have homelessness services visit the Airport and surrounding communities multiple times each month to offer services and assistance to those in need.

Departmental Contact for Next Year

Airport (Sylvia Trejo)

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.

Lessons Learned/Comments

Staff often face challenges when trying to arrange transport to shelters, as resources are not readily available. Many services close by 5 PM, while the Airport experiences its peak of unhoused activity later in the evening or early in the morning.

Department (Contact)

Airport (Matthew Kazmierczak)

Outcome Goal for FY 2023-2024

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.

FY 2023-2024 Goal Met: No



New Outcome Goal for FY 2024-2025

Identify an organization that can provide homelessness assistance on call as an alternative to police intervention.

Departmental Contact for Next Year

Airport (Sylvia Trejo)