



## Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Toni J. Taber, CMC  
City Clerk

A handwritten signature in blue ink, appearing to read "Toni J. Taber", is placed over the "FROM:" line.

**SUBJECT:** SEE BELOW

**DATE:** November 5, 2024

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**SUBJECT: Consolidated Annual Homelessness Report and Implementation Plan Update**

**Recommendation**

As recommended by the Neighborhood Services and Education Committee on October 10, 2024, accept the Fiscal Year 2023-2024 City of San José's Consolidated Annual Homelessness Report and the Annual Implementation Plan Update.

CEQA: Not a Project, File No. PP17-008, General Procedure and Policy Making resulting in no changes to the physical environment. (City Manager/Economic Development and Cultural Affairs/Housing/Library/Parks, Recreation and Neighborhood Services)

[Neighborhood Services and Education Committee referral 10/10/2024 - Item (d)1]



# Memorandum

**TO:** NEIGHBORHOOD SERVICES  
AND EDUCATION COMMITTEE

**FROM:** Erik L. Soliván  
John Ristow  
Jon Cicirelli  
Lori Mitchell  
Nanci Klein  
Omar Passons

**SUBJECT:** See Below

**DATE:** October 3, 2024

Approved

Date

10/3/2024

**COUNCIL DISTRICT:** Citywide

**SUBJECT:** Consolidated Annual Homelessness Report and Implementation Plan Update

## **RECOMMENDATION**

- a) Accept the Fiscal Year 2023-2024 City of San José's Consolidated Annual Homelessness Report and the Annual Implementation Plan Update; and
- b) Cross-reference this report to the November 5, 2024 City Council meeting.

## **SUMMARY AND OUTCOME**

Responding to the unprecedented homelessness crisis and Reducing Unsheltered Homelessness is a top Focus Area of the City of San José. The City is committed to both supporting individuals experiencing homelessness and addressing the impacts on the neighborhoods and waterways in which they reside.

In the past, the City has reported on the homelessness crisis through multiple separate channels. Traditionally, the Housing Department provided a stand-alone annual homelessness report focused exclusively on outcomes related to programs funded and administered by the Housing Department. Separately, the Parks, Recreation and Neighborhood Services Department offered regular updates on encampment management, including sanitation programs and efforts to maintain cleanliness across San José. Other departments, such as Environmental Services and Transportation, contributed reports on specific components of the City's homelessness response, addressing environmental and vehicle-related challenges.

In place of those multiple department-focused reports, this memorandum presents two reports that together summarize the entire City of San José's efforts and approach over the past fiscal year: the Fiscal Year 2023-2024 Consolidated Annual Homelessness Report (Attachment A) describes in seven sections key themes in the City's evolving response and the Annual Implementation Plan Update (Attachment B) details the City's contribution to the broader regional plan to end homelessness.

Together, these reports provide City Council, City staff, and the public with a holistic view of the City's efforts to address homelessness. By providing this information at the same time and in a single memorandum, staff's intent is to foster meaningful discussions about the scale of the crisis, identify service gaps, and support long-term planning and decision-making toward sustainable solutions.

### Fiscal Year 2023-2024 Consolidated Annual Homelessness Report

The Consolidated Annual Homelessness Report represents the City's first-ever comprehensive overview of all the major departmental operations involved in addressing homelessness. Organized into seven sections, the report explores the most significant aspects of the City's response. Each section highlights an important theme and describes key outcomes from the previous fiscal year and the collaborative efforts to implement City Council directives and key priorities:

- **Section I:** Housing and Support: Preventing and Ending Homelessness
- **Section II:** Encampment Management and Action: Addressing impacts in the community
- **Section III:** Lived-in and Oversized Vehicles: A new direction for our response
- **Section IV:** Environmental Leadership: Stormwater and environmental change
- **Section V:** Economic Impacts and Opportunities: Recognizing challenges and accelerating progress
- **Section VI:** Data and Technology: Leveraging information to drive quality service
- **Section VII:** Other Significant Department Roles

### Annual Implementation Plan Update

As part of a regional effort to end homelessness, cities across Santa Clara County committed to adopting annual implementation plans for their jurisdictions that aligned with shared goals from the regional Community Plan to End Homelessness 2020-2025<sup>1</sup>. The City of San José's inaugural Implementation Plan<sup>2</sup> was adopted by the City Council in January 2024.

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<sup>1</sup> [https://housingtoolkit.sccgov.org/sites/g/files/exjcpb501/files/CommunityPlan\\_2020.pdf](https://housingtoolkit.sccgov.org/sites/g/files/exjcpb501/files/CommunityPlan_2020.pdf)

<sup>2</sup> <https://www.sanjoseca.gov/home/showpublisheddocument/111629>

This memorandum provides updated information for the City's Implementation Plan, integrates data that was unavailable when the City's inaugural Implementation Plan was adopted, and provides responses to recommendations from the State Homelessness in California audit report.

The Implementation Plan Update reports on the City's progress in meeting its Fiscal Year 2023-2024 goals, identifies lessons learned for future improvements, and, where applicable, sets new goals for the upcoming fiscal year. The update highlights conditions that contributed to the success, allowing the City to focus on replicating and expanding those favorable factors.

The Implementation Plan Update is organized around the vision of A San José for Everyone with four key pillars:

- **End Suffering on the Street:** Permanent and Temporary Homes and Safe Alternatives;
- **Share and Protect Public Spaces:** Embrace natural resources such as waterways while responsibly sharing public space. Balance providing access to spaces such as waterways, trails, parks and public plazas for all while maintaining clean, welcoming places;
- **Expect Cleanliness:** Hold each other accountable for having a clean community; and
- **Create Opportunity:** Expand inclusive economic opportunities for upward mobility and security.

The Implementation Plan Update details progress toward achieving 71 specific actions in support of these pillars.

Acceptance of these two reports will provide the City Council with a more comprehensive understanding of progress made in the City's homelessness response efforts.

## **BACKGROUND**

The City has made considerable efforts to address the homelessness crisis over many years. This has included significant investments in long-term solutions, such as homelessness prevention and the construction of permanent affordable housing. In recent years, the City has also aggressively pursued interim solutions, such as interim emergency housing and Beautify San José, that provide immediate relief to unhoused residents while promoting greater accountability in maintaining a cleaner, more welcoming city.



### Expanding Efforts to Address Homelessness

In 2023, City Council funded several new homelessness response initiatives and identified Reducing Unsheltered Homelessness as a City Focus Area. This effort included the approval of more than 600 interim housing beds/units, the acceleration of approaches to encampment management, and enhanced coordination among City departments.

Building on this momentum in the spring of 2024, the City intensified its efforts by launching a new team structure, bringing more people into the work, incorporating Agile methodologies that drive delivery, streamlining reporting structures, and reprioritizing other departmental work. This strategic shift ensured that this work became a clear top priority across departments, fostering a more coordinated and efficient response to the homelessness crisis. In the first 90 days since the approval of the budget this new team has accomplished over 580 key tasks and actions directly related to building new shelter, supporting homeless individuals, managing impacts on neighborhoods and waterways, and increasing the team's productivity and capacity.

### State Mandate – Responding to Stormwater Permit Challenges

Under the City's Stormwater Permit, which implements the Federal Clean Water Act, the City is required to address any discharges that could potentially enter its waterways. San José has approximately 140 miles of waterways, and a significant number of residents experiencing unsheltered homelessness reside along these areas. A substantial source of trash and pollution in the waterways comes from direct discharges by people encamped near or in these areas.

To maintain compliance with the City's Stormwater Permit, the City sought approval from the San Francisco Bay Regional Water Quality Control Board to continue with an updated Direct Discharge Plan. This Plan represents a commitment that requires substantial investments in addressing discharges related to the unsheltered population and outlines strategies to protect the waterways.

The City Council approved an unprecedented \$27 million investment in the Fiscal Year 2024-2025 budget to meet Stormwater Permit requirements. This funding is primarily allocated for homelessness response efforts, clearing sections of waterways, and preventing re-encampments. These actions are aimed at restoring the waterways to their natural condition. This work is being coordinated through the newly established team structure described above.

## **ANALYSIS**

### **Fiscal Year 2023-2024 Consolidated Annual Homelessness Report**

Key actions and progress in the City's efforts to address homelessness are highlighted below.

- **Section I: Housing and Support: Preventing and Ending Homelessness**
  - The Housing Department's implementation strategy is focused on meeting the demands of the City's unhoused population through providing temporary shelter, as well as interim and permanent housing options to meet the demands of the City's unhoused population and housing instability.
  - The Housing Department is working to expand public-private partnerships.
- **Section II: Encampment Management and Action: Addressing impacts in the community**
  - Adding approximately 40 additional sites to the regular weekly trash service routes that were not previously serviced.
  - Scaling the RVP3 program from servicing 150 vehicles in 2023-2024 to servicing 600 vehicles in 2024-2025 as part of a regular service route to help reduce the impacts of biowaste on our community.
  - A revised and expanded Good Neighbor policy will allow BSJ Teams to further reduce the footprint of unhoused residents and further mitigate the impacts of homelessness.
  - Prioritized developing shared areas for unhoused residents while creating greater accountability for cleanliness and following the law.
- **Section III: Lived-in and Oversized Vehicles: A new direction for our response**
  - Two citywide on-street inventory counts of oversized and lived-in vehicles parked on city streets.
  - Using the inventory data, staff will develop a list of priority sites based on the proximity and impacts to the surrounding area and priority objectives of the City, including, but not limited to K-12 schools, waterways, and emergency interim housing sites.
  - Beginning in January 2025, and approximately every week throughout the remainder of this initial pilot year (through June 2025), DOT will initiate treatment at a new site deploying temporary tow-away signage to encourage vehicle relocation.

- **Section IV: Environmental Leadership: Stormwater and environmental change**
  - Develop a shared, One Team approach to how the City addresses homelessness with an equity lens related to water quality and climate change.
  - Ongoing work of clearing sensitive areas, in line with stormwater mandates, and then holding those areas clear of re-encampment will further facilitate environmental protection impacted by encampments.
- **Section V: Economic Impacts and Opportunities: Recognizing challenges and accelerating progress**
  - The Real Estate Services Division of the Office of Economic Development and Cultural Affairs has led efforts to secure land suitable for the development of emergency housing, Safe Outdoor Sleeping (SOS) sites, and Basic Needs Sites (BNS).
  - To support the efforts in the downtown area, the Housing Department has focused contractual outreach efforts with PATH to support engagement with the unhoused community.
  - The Upward Mobility Initiative is dedicated to fostering equitable access to upward mobility for all individuals with a particular focus on people of color and other marginalized groups.
  - Work2Future is creating workforce opportunities for unstably housed youth and adult residents.
- **Section VI: Data and Technology: Leveraging information to drive quality service**
  - Transform the City's approach to data related to homelessness to better inform the City's decision-making and serve the public more efficiently.
  - Sharpening the City's analytical capacity with improved data reliability and coordination.
- **Section VII: Other Significant Department Roles**
  - San José Clean Energy seeks to improve energy affordability and reduce customer disconnections of electricity service.
  - Planning, Building, and Code Enforcement Department is working on additional updates to ensure that specific use regulations for emergency residential shelters are Housing First and low barrier to housing, and allow shelters within the Airport Influence Area to use the City's ministerial approval process.

### Annual Implementation Plan Update

The scope of the Implementation Plan Update reflects the extensive work undertaken by the City in coordination with many regional partners committed to ending homelessness. The City's effort has led to successes as well as lessons learned.

In the first year of the City's Implementation Plan, the City successfully completed **47 of 71** outcome goals, representing a **66% completion rate**. While this progress marks meaningful strides, it also highlights that 34% of goals—**24 of 71**—remain unmet, with significant work still required. The 47 goals achieved reflect the extensive efforts across more than a dozen City departments, in collaboration with community groups, the County of Santa Clara, the Santa Clara County Housing Authority, Destination: Home, the business community, and other stakeholders.

In this final year of the Implementation Plan, the City's work will focus on driving delivery of Council direction to reduce unsheltered homelessness and begin restoring our waterways and neighborhoods at scale. When the next iteration of the Community Plan to End Homelessness is developed, the City will work to ensure this focus on reducing unsheltered homelessness and restoring waterways and neighborhoods is prominent.

### EVALUATION AND FOLLOW-UP

City staff will provide an annual update on the City's efforts to address homelessness to the Neighborhood Services and Education Committee.

In addition to annual reporting, progress will be tracked and reported quarterly. These quarterly updates will provide more frequent information on the City's efforts, allowing for timely adjustments and more agile responses to the challenges faced.

This memorandum will be cross-referenced to the City Council meeting on November 5, 2024.

### COORDINATION

The preparation of this memorandum was coordinated with the City Attorney's Office and the City Manager's Budget Office.

### PUBLIC OUTREACH

This memorandum will be posted on the Neighborhood Services and Education Committee's website for the October 10, 2024, meeting and the City's Council Agenda website for the November 5, 2024, City Council meeting.

## **COMMISSION RECOMMENDATION AND INPUT**

No commission recommendation or input is associated with this action.

## **CEQA**

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

## **PUBLIC SUBSIDY REPORTING**

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/  
Erik L. Soliván  
Housing Director

/s/  
John Ristow  
Director, Department of Transportation

/s/  
Jon Cicirelli  
Director of Parks, Recreation  
and Neighborhood Services

/s/  
Lori Mitchell  
Acting Director, Environmental Services  
Department

/s/  
Nanci Klein  
Director of Economic Development  
and Cultural Affairs  
Director of Real Estate

/s/  
Omar Passons  
Deputy City Manager

The principal author of this memorandum is Jiri Rutner, Assistant to the City Manager, Homelessness Solutions Enterprise Manager, Office of the City Manager. For questions, please contact at [Jiri.Rutner@sanjoseca.gov](mailto:Jiri.Rutner@sanjoseca.gov).

## **ATTACHMENTS**

Attachment A: City of San José's Fiscal Year 2023-2024 Consolidated Annual Homelessness Report

Attachment B: City of San José's Annual Implementation Plan Update

# City of San José Consolidated Annual Homelessness Report

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



**Fiscal Year 2023-2024**



# Introduction

The City of San José (the City) has long been committed to leading and collaborating to address homelessness in the region. As part of this work, the City focuses its efforts in multiple areas: 1) preventing people from being unhoused in the first place; 2) managing the impacts of homelessness on infrastructure, the environment, the business community, housed residents, and visitors; and 3) helping unhoused residents permanently exit homelessness by connecting them to resources.

This Consolidated Annual Homelessness Report (CAHR) for Fiscal Year (FY) 2023-2024 is a companion to the City of San José Implementation Plan for the Community Plan to End Homelessness 2020-2025 (the Implementation Plan). The Implementation Plan lays out the City's vision adopted by the City Council – A San José For Everyone – and provides a framework to prevent and end homelessness while managing its impacts on the City. **The Implementation Plan focuses on four pillars:**



These pillars shape an inclusive approach to homelessness response in San José that involves all City departments and offices. It also includes many regional partners such as the County of Santa Clara and the Santa Clara County Housing Authority, community members who have experienced homelessness, non-profit service providers, and other members of the community.

This CAHR presents the City's accomplishments during FY 2023-2024 as well as next steps for FY 2024-2025. **This report is organized into seven key areas of work- or sections- that demonstrate how the City's vision is being implemented across multiple City departments:**

**Section I      Housing and Support: Preventing and Ending Homelessness**

**Section II      Encampment Management and Action: Addressing impacts in the community**

**Section III      Lived-In and Oversized Vehicles: A new direction for our response**

**Section IV      Environmental Leadership: Stormwater and environmental change**

**Section V      Economic Impacts and Opportunities: Recognizing challenges and accelerating progress**

**Section VI      Data and Technology: Leveraging information to drive quality service**

**Section VII      Other Significant Department Roles**

This report is accompanied by an Implementation Plan update. The Implementation Plan update outlines progress on implementation goals from FY 2023-2024, presents lessons learned when relevant, and sets forth goals for the FY 2024-2025 Implementation Plan, including implementation actions related to City Council-directed work from the City's adopted FY 2024-2025 budget.

## **A Novel Approach – Innovation in Silicon Valley to Address Stormwater Mandates**

In 2024, the San José City Council recognized an unprecedented challenge resulting from the directive issued by the San Francisco Bay Area Water Quality Control Board to ensure the cleanliness of San José's waterways. San José, like many other metropolitan cities, found that unhoused people living next to waterways often have an adverse impact on these environments, as waste and other materials from encampments enter the water. The City Council made a major investment of \$27 million to provide supportive options for unhoused people living along the waterways as part of a coordinated effort to move them away from the waterways while providing meaningful alternatives. This work is detailed in Section IX: Environmental Leadership.

To accomplish this challenging task, San Jose's Administration drew on Agile methodologies and principles from the Incident Command System to re-envision, elevate, and coordinate the City's response to homelessness. The Agile methodology is a project management framework that emphasizes iterative and incremental steps, collaboration, and flexibility.





# Housing and Support:

## Preventing and Ending Homelessness



The Housing Department includes the City's team who is most directly engaged in connecting unhoused residents to resources, working with partners to prevent homelessness, and increasing opportunities for permanent housing. The Housing Department's work is critical to Pillar #1: ***Ending Suffering on the Street.***

## Housing Department Accomplishments for FY 2023-2024

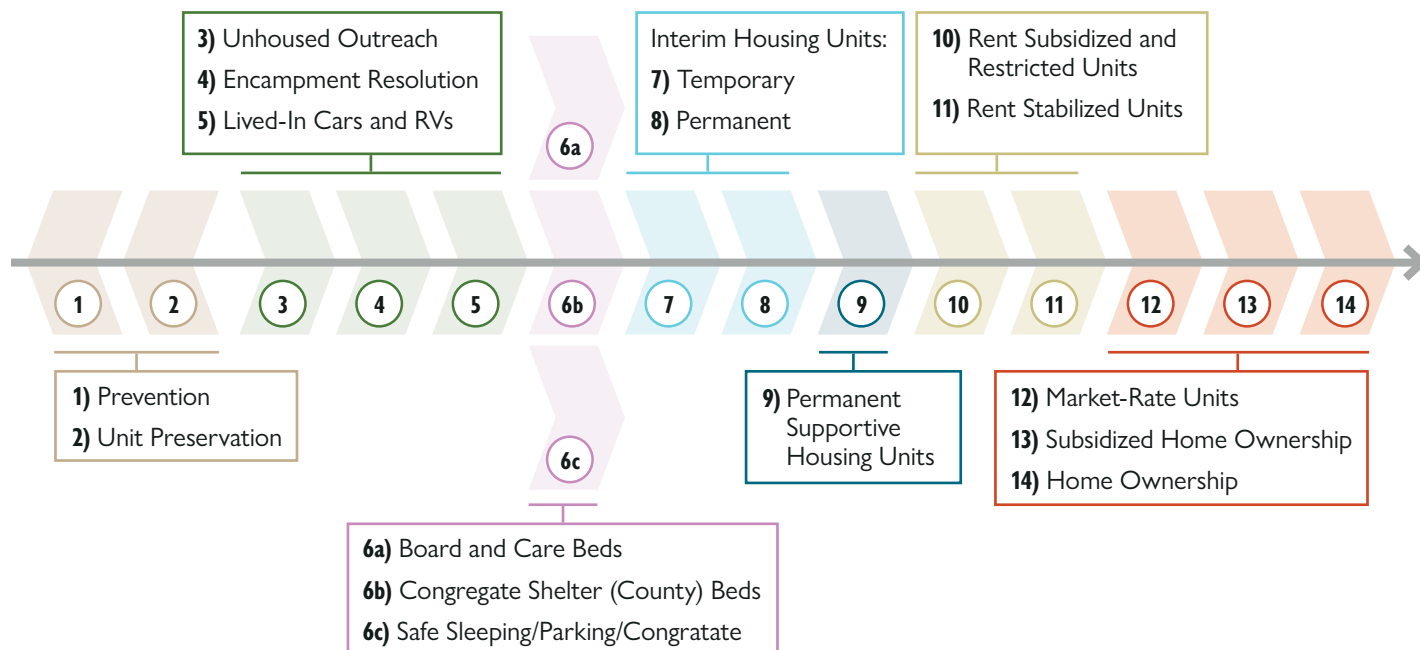
As outlined below, the Housing Department, despite an extended period of leadership transition, achieved several successes which included expanding the interim housing portfolio to provide more shelter spaces, increasing investments in the homelessness prevention system to deter individuals and families from experiencing homelessness, and improving data collection and analysis of the needs of the City's unhoused population.

### Housing Implementation Strategy

Moving forward with new leadership, the Housing Department's implementation strategy is focused on meeting the demands of the City's unhoused population through providing temporary shelter, as well as interim and permanent housing options to meet the demands of the City's unhoused population and housing instability. The Housing Department now implements its work through the lens of the Housing Continuum, a model that combines shelter and housing services and systems to achieve functional zero—where, on a night-to-night basis, the sheltering options meet the needs of the community so no one goes unsheltered—and by making strategic investments at critical points in the continuum (Figure 1).

As visualized in the graphic (Figure 1) on the following page, the Housing Department is working to expand public-private-partnerships. The City is strengthening coordination with Santa Clara County, the Continuum of Care, and is focusing on reorienting contractual partnerships with supportive service providers towards outcome-based services. Growing the list of housing developers and enticing the philanthropic community to make strategic investments along the continuum will help eliminate supply gaps and fund additional supportive services that are focused on shared outcomes. The aim is for public and private sectors to share the goal of ending suffering on the streets and mitigating community impacts while continuing to provide more supply to meet the demand for shelter and housing options.

**Figure 1: Housing Continuum**



## Housing Implementation Strategy

As the supply of shelter and interim and permanent housing options increase (particularly in response to the immediate need to clear encampments near the waterways), so do capital and operations costs for the City. To mitigate and accurately project these costs for the City over a multiyear period, the Housing Department has developed a three-part financing model that:

1. States a clear target for the supply of shelter and housing that synchronizes to current and reasonably projected demand for shelter and housing with a focus on achieving functional zero in unsheltered homelessness;
2. Details the current cost of operations for all shelter and housing options today and for a three-year outlook to place-set the areas of investments that may have the most impact on the Housing Continuum; and
3. Identifies gaps in the financing of shelter and housing supply to target the buildout of public-private partnerships.

As the Housing Department reviews the current listing of prior City Council directives, the Housing Director will return to the Mayor and City Council with an analysis of the directives and recommendation for continuation, integration into the current implementation strategy, or recommend termination. By integrating the prior directives into the implementation strategy, the Housing Department will move toward a cohesive execution under the coordination of the City Manager's Office and in concert with the desired outcomes of the Mayor and City Council to end suffering on the street.

In addition, the Housing Department will begin to catalyze the development of permanent housing by shifting toward a portfolio analysis model. Over the last decade, the Housing Department has amassed a \$700 million loan portfolio that includes thousands of units and nearly 100 housing developers. To make impact investments in the preservation and expansion of permanent supportive housing units, and in collaboration with the County of Santa Clara and the Santa Clara Housing Authority, the Housing Department will engage housing developers to consider current portfolio performance and identify financing strategies that will maximize leveraging public funds from the City and the County (given that the County provides the majority of supportive services funding during permanent operations).

# Moving Forward in Key Areas

In addition to fundamentally reshaping the City's approach to its loan portfolio of solutions as described above, the Housing Department has begun to implement several areas as identified from City Council direction and/or other City priority initiatives.

**This section provides a brief update on these efforts:**

1. Explore adding congregate shelter capacity options
2. Expand the interim housing portfolio
3. Launch a Safe Outdoor Sleeping site
4. Explore the implementation of a "Homeward Bound" service model
5. Continue to invest in the Homelessness Prevention Support System
6. Restructure the San José Bridge workforce program
7. Develop the Targeted Outreach and Engagement Program (SOAR Program Replacement)

While the above efforts are not an exhaustive list of the many efforts underway within the Housing Department, they represent alignment with the policy direction from the Mayor and City Council and are important initiatives toward improving the delivery of services and efficiently decreasing homelessness in San José. As noted above, the Housing Department will provide further updates to City Council after a comprehensive analysis of other City Council directions with further recommendations.

## Housing Support

### Permanent Housing Sites

#### Mesa Terrace



#### Vela



### Emergency Interim Housing Sites

#### Guadalupe



#### Evans Lane







# Encampment Management and Action:

## Addressing Impacts in the Community



The City has developed a substantial, coordinated effort related to many of the impacts associated with the homelessness crisis. Specifically concerning individuals experiencing unsheltered homelessness—including those who live outside, in vehicles, or other places not meant for human habitation—this work starts with the compassionate and thoughtful approach of the Parks, Recreation and Neighborhood Services' (PRNS) BeautifySJ (BSJ) Team, who provide critical services to people who live in unsheltered locations while helping to set expectations for cleanliness in encampments and wherever individuals are living unsheltered. Much of the departments' work detailed below aligns with the Implementation Plan's Pillar #2: ***Share and Protect Public Spaces*** and Pillar #3: ***Expect Cleanliness of Each Other***.

The City's Encampment Management Program addresses:

- Encampment Trash/Biowaste Pickup: Proactive, weekly trash service to approximately 185-200 active encampments and encampment service locations, a Recreational Vehicle Pollution Prevention Program (RVP3) that collects bio-waste (grey and black water from lived-in vehicles), a Cash for Trash (C4T) program, and therapeutic specialists to help connect unhoused residents to County of Santa Clara mental and behavioral health services when available.
- Inter-Agency Coordination: Collaboration with different inter-jurisdictional agencies who own land in San José and coordination of trash/blight removal activities on their property.
- Encampment Escalated Clean Ups (ECU): Removal of trash/debris to scale down the size of an encampment, enrollment of unhoused residents in trash programs, and enforcement of Good Neighbor Rules (allowing residents to stay at encampment locations if they abide by the City's Good Neighbor Rules).
- Encampment Abatement: Removal of individuals who are unhoused residing in setback areas such as within 150 feet of schools, blocked streets, sidewalks, trails, or if an encampment presents serious health and/or safety conditions based on a risk assessment.

# Encampment Management Program Accomplishments for FY 2023-2024

BSJ has enhanced trash service through expanded and renewed partnerships with Keep Coyote Creek Beautiful, South Bay Clean Creeks Coalition, Trash Punx, the San José Conservation Corps, and various neighborhood associations.

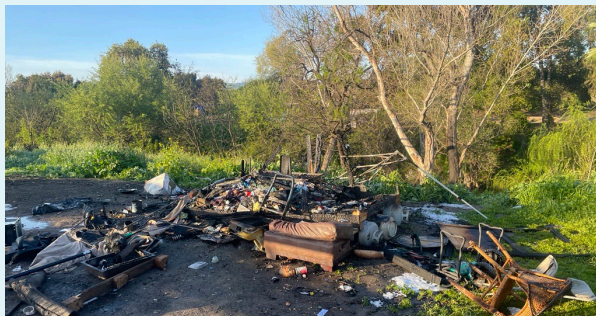
BSJ has also led efforts to mitigate the impacts of homelessness.

## In FY 2023-2024, BSJ:

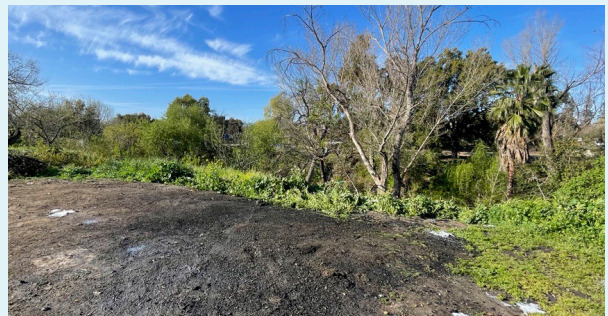
- Collected and removed **4,542** tons (**9,084,000** pounds) of debris from encampments
- Conducted **298** encampment abatements throughout the City
- Provided weekly trash service encampment areas across the City, including waterways
- Established and managed the pilot No Return Zone area along the Guadalupe River Trail between Julian Street and Woz Way
- Established a Waterways team that serviced **32** sites along waterways, removing **346.7** tons of debris, including **339** tires
- Enrolled and actively worked with over **800** participants in the Cash4Trash program
- Removed **104,468** pounds of biowaste from recreational vehicles and surrounding locations

## BSJ Trash Removal Enhancements

**Coyote Creek**  
**Before**



**After**



**Los Lagos Creek**  
**Before**



**After**



## BSJ Program Comparisons between FY 2022-2023 and FY 2023-2024

	FY 2022-2023	FY 2023-2024	% Change
→ Total Trash Removed (Trash removed by all BSJ programs)	17,128,320 lbs.	21,727,548 lbs.	21%
→ % of On Time Service to Encampments/Encampment Service Areas for Weekly Trash Pickup	83%	90%	7%
→ Service visits to Recreational Vehicles/Lived-In Vehicles	N/A	1,402	N/A
→ Pounds of Biowaste Removed from Lived-In Vehicles	N/A	104,468	N/A
→ Total Abatements	287	298	4%
→ Escalated Cleanups (Trash reduction strategy at encampment locations)	210	197	-7%
→ Cash for Trash Program Participants	206	814	395%



# Highlights from the Parks Division

The Parks Division in the Department of Parks, Recreation and Neighborhood Services takes multiple approaches to address the Implementation Plan's Pillar #2: **Share and Protect Public Spaces**. One of PRNS guiding principles from the department's strategic plan, ActivateSJ, is "Nature". The principle states "We protect, preserve and promote natural areas for all people." As such, the Parks Division works collaboratively with several partners to address sharing and protecting these public spaces.

## Park Maintenance

Triaged through the "Park Concerns Phone Line", community members can call and report issues they identify in parks that need to be addressed, including concerns involving people experiencing homelessness. In FY 2023-2024, the Parks Concerns Phone Line received 27 reports regarding unhoused residents in parks, a 71% decrease since the implementation of the BSJ Encampment Management Program. The Park Maintenance teams fix irrigation lines and collaborate with the Public Works Department to maintain functioning light fixtures. The Park Maintenance teams also work to address illegal dumping, litter management, and vegetation removal in parks and along the trail system. The trail system, which is adjacent to waterways, is also impacted. Some trail users have reported feeling less safe due to the presence of encampments. Maintaining clean and safe trails is more challenging for park maintenance staff due to the amount of litter and debris collected on trails, some of which may also be from illegal dumping from the housed community.

Park Maintenance has also contracted out the maintenance of park restrooms to provide increased services to address graffiti, vandalism, and litter in park restrooms. In FY 2023-2024, 84 park concerns were documented and included issues related to restrooms, including clogged toilets, running water, litter, vandalism, and graffiti. However, no data is available about who committed these violations. In other words, there is no information about whether the issues were caused by unhoused residents or other members of the public. Fires have been reported in restrooms at Watson Park, Arena Green, Japanese Friendship Garden, and History Park. Park Maintenance is working closely with the Fire Department to address fire-related issues in restrooms and along waterways.

## Placemaking

The Placemaking's Viva Parks team implements park activities all year long to create opportunity for community connection, enhance the parks and increase usage by providing programming and community resources. In line with the Implementation Plan's Pillar #3: **Expect Cleanliness of Each Other**, when a Viva Park event takes place, the team arrives to clean and set up the park, ensuring it is left in better condition than when they first arrived when the event ends. Parks, such as St. James Park, which sees regular activity from the unhoused population, is a popular site for Viva Parks team activities, especially their Wellness

Wednesday Program and Movie Nights. These events are free to all and provide opportunities to share public spaces and foster community connection.

A recent survey conducted during the St. James Park activities organized by Starlight Cinema showed that 67.4% of participants felt safe or very safe attending the park during the event compared to only 24.9% when there was no event taking place. According to the survey, these events also help participants increase their sense of identity and belonging in their community with 77.3% stating that they agree or strongly agree with the statement.

# Highlights from the Recreation Division

Oftentimes, unhoused residents visit local community centers to take care of their needs related to personal hygiene, use the bathroom, charge their cell phones, participate in senior nutrition programs, use the pools and splash pads, seek shelter during emergencies or extreme weather conditions, and use computer labs. The number of unhoused resident visits to community centers increased during the COVID-19 pandemic as these facilities offered food distribution, wellness resources, COVID-19 testing, vaccination support, and connections to health and social services. In addition, key community centers such as Roosevelt act as seasonal Overnight Warming Locations (OWLs) providing winter shelter beds.

# Key New Initiatives for FY 2024-2025

- **Enhance Trash Service:** BSJ will be adding approximately 40 additional sites to the regular weekly trash service routes that were not previously serviced.
- **Expand Biowaste Service:** BSJ will be scaling the RVP3 program from servicing **150 vehicles in 2023-2024 to servicing 600 vehicles in 2024-2025** as part of a regular service route to help reduce the impacts of biowaste on our community. Despite this critical expansion, as of this report there are at least **913 vehicles in need of such services across the city.**
- **Update the Good Neighbor Policy:** A revised and expanded Good Neighbor policy will allow BSJ Teams to further reduce the footprint of unhoused residents and further mitigate the impacts of homelessness. This will allow City staff to better manage and hold those residing in encampments accountable for keeping their areas clean.
- **Waterway Abatement and No Return Efforts:** BSJ will establish No Return Zones along areas of the waterways that are cleared of encampments beginning in 2025 and within two blocks of emergency interim housing sites.

## Addressing Recreational Vehicle Biowaste Needs

Serviced in  
2023-2024

**150**  
Recreational  
Vehicles and  
Other Vehicles



Planned Service  
in 2024-2025

**600**  
Recreational  
Vehicles and  
Other Vehicles

**Unmet Need: 913 Recreational Vehicles and Other Vehicles**

- **Framework for Shared Public Spaces:** In summer 2024, the City began a pilot of changes that prioritized developing shared areas for unhoused residents while creating greater accountability for cleanliness and following the law. This pilot will shift and evolve based on City Council's direction and changes in the needs of the community.

## Encampment Code of Conduct

The Reducing Unsheltered Homelessness, Managing Impacts Team, an inter-departmental staff team, is developing an Encampment Code of Conduct that aligns with the Good Neighbor policy, that will allow City staff to better enforce rules and policies at encampments. Initial implementation will begin in late fall 2024/winter 2025 to align with budgeted resources.

Possible considerations:

- Abatements if encampments are not maintained in a 12x12 space.
- Abatements after two enhanced cleanups have been performed at a site.
- Abatements for documented criminal activity.
- Abatements if encampments are considered a nuisance.





# Lived-In and Oversized Vehicles:

## A New Direction for the City of San José



San José is a large city that faces many challenges that impact the public roadway system, including lived-in and oversized vehicles. The departmental work and analysis below is in alignment with the City's Implementation Plan's Pillar #2: **Share and Protect Public Spaces** and Pillar #3: **Expect Cleanliness of Each Other**.

## Understanding the Needs of People Living in Vehicles

The City Council has taken several steps in recent years to work to understand the needs of all San José residents, including those who live in their vehicles. In Fall 2022, the Rules and Open Government Committee directed the Administration to explore the cost and strategy required to conduct a comprehensive count and inquiry throughout the City of San José to gain a deeper understanding of a range of uses related to lived-in vehicles, including demographic information of residents and whether vehicles are operable versus not.<sup>1</sup> The stated goal of this direction was to develop an understanding of these residents that would allow the City to propose policies that meet the needs of individuals living in recreational vehicles. Subsequently, in November 2022, the City Council directed the Administration to conduct a survey and census of lived-in vehicles.<sup>2</sup>

## Citywide Lived-in Vehicle Inventory

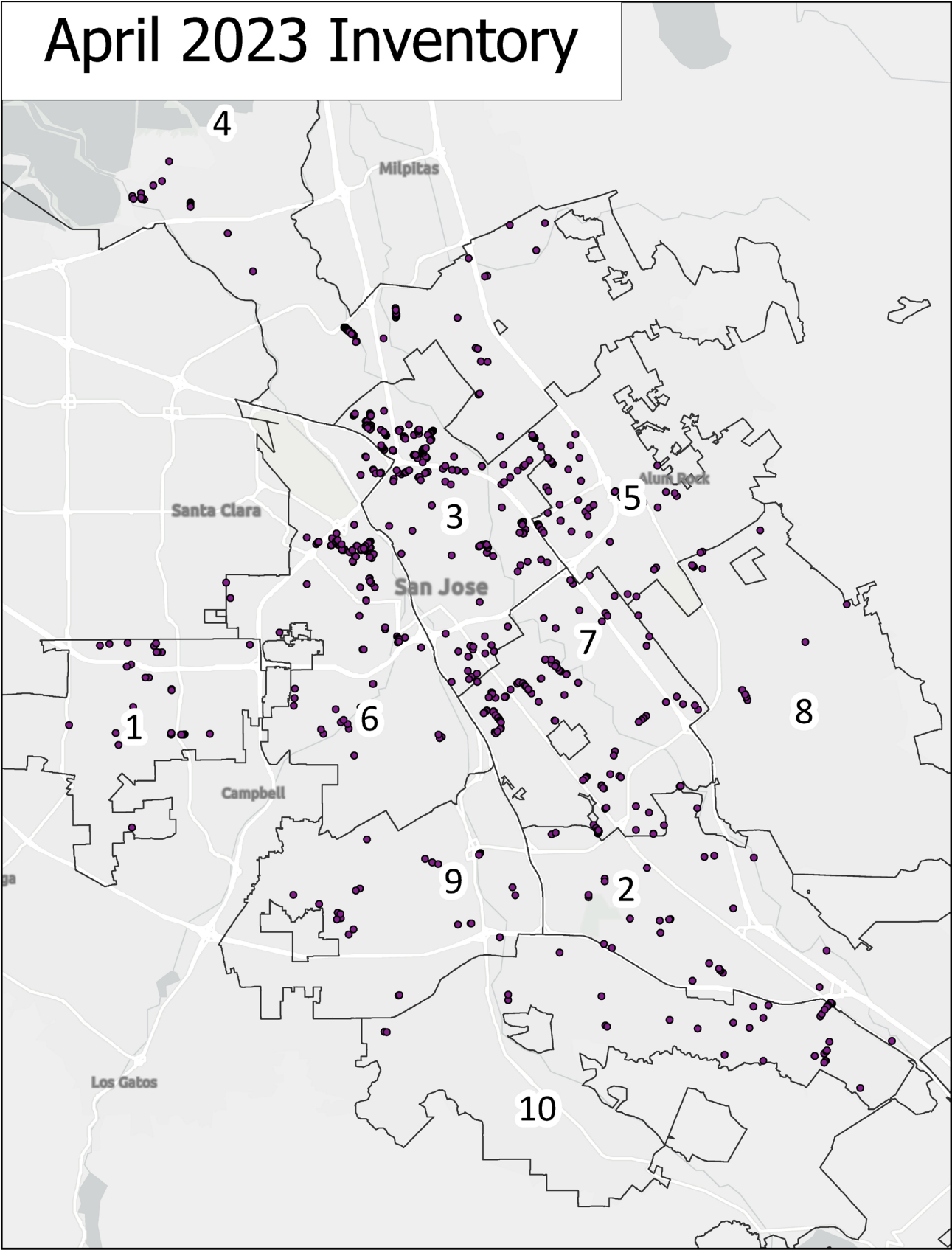
In April 2023, the City's Department of Transportation (DOT) conducted a citywide inventory in an attempt to identify all lived-in vehicles parked on city streets. At that time approximately 850 vehicles were identified as lived-in vehicles of which approximately 600 were recreational

vehicles motorhomes, and trailers, while the remaining were standard passenger vehicles (cars/trucks/SUV's). These vehicles were found throughout the City and across all Council Districts, with the largest concentrations in Council Districts 3, 6, and 7 (Figure 2).

1. Joint Meeting for the Rules and Open Government Committee - ROGC 22-415, September 28, 2022. <https://sanjose.legistar.com/LegislationDetail.aspx?ID=5849465&GUID=D2D3AAD2-41C6-4CC8-B8CE-C92529BB6CCC&Options=&Search=>

2. City Council, Item 8.2 – City Initiatives Roadmap – Emergency Housing System Expansion: Recreational Vehicle Parking Program Analysis - <http://sanjose.legistar.com/gateway.aspx?M=F&ID=9ebd0af0-425d-4fde-8290-813c2a91d832.pdf>

Figure 2: April 2023: Lived-In Vehicle Inventory on City Streets by Council District (approximately 850 vehicles)



## Survey of Lived-In Vehicle Residents

In response to the above City Council direction, the City contracted with Destination: Home for the completion of a survey of lived-in vehicle residents across the city. This survey was conducted in Fall 2023, with 158 people who inhabited oversized vehicles such as a recreational vehicle, bus, or trailer. Surveys were conducted in five City Council Districts (2, 3, 4, 5, and 7) and at the Recreational Vehicle Supportive Parking Program. Key findings from the survey included:

1. The majority of survey participants inhabited their current vehicles for more than 1 year (mean=2.9 years; median=1.4 years), ranging from 1 night to over 28 years.
2. The majority of survey participants (80.4%) received an Extremely Low Income (less than 30% of the area median income), typically from a State subsidy (mean=\$11,297.90; median=\$2,200).
  - Survey participants reported income restrictions due to a “subsidy cliff,” in which any official additional income or assets would disqualify them from their current subsidies, insurance, housing assistance and waitlists.
3. Around half of survey participants were:
  - Between the ages of 45 and 64 (50.6%)
  - Male (55.7%)
  - Regularly cohabitated with at least one other person in their vehicle (54.4%)
  - Possessed at least one pet companion or support animal (56.3%)
  - Self-reported a disabling condition (53.2%)
  - Met the United States Federal definition of “chronically homeless” (43.7%)

4. At least 40% of survey participants reported that they would choose if offered:
  - Housing case management and social service aid
  - Housing or hotel room vouchers
  - Medical or dental care
  - Ticket remediation
  - Septic waste dumping
  - Vehicle repair or registration assistance
  - Portable toilets, laundry, and showers
  - Job training and employment assistance.
5. Less than 30% of survey respondents reported being offered the above assistance by outreach providers
  - For example, ‘housing case management’ was the most common form of assistance offered, as reported by 27.8% of survey participants.

### Key recommendations included:

1. Increase the scale and access to Safe and Supportive Parking Programs.
2. Increase street outreach for vehicle residents.
3. Protect and develop permanent spaces for vehicle residents, such as extremely low income mobilehome parks.

At the time of this report, efforts to conduct an updated count are currently underway by the City’s Department of Transportation. This information will provide important context for understanding the magnitude of the homelessness issues the City is addressing.

## Impacts of Oversized and Lived-In Vehicles Oversight on City Departments

There is an increased need for interdepartmental coordination and external communications related to the City’s new programs, such as the Oversized Vehicle Regulation Pilot Program, because of the increase in oversized and lived-in vehicles in San José. As these issues and related concerns from the public have grown, City staff has determined that a response to public inquiries and questions may involve the DOT, Parks, Recreation and Neighborhood Services, San José Police Department, Housing Department, Planning, Building, and Code Enforcement Department, and in some instances, San José Fire Department. DOT will seek the resources to expand efforts to respond to inquiries, gather data related to the inquiries and respond to the reporting party. Due to resource and legal constraints, responses may vary. However, a coordinated approach will help ensure more thorough and complete communication efforts.

# Transportation Department Accomplishments for FY 2023-2024

## Passage of Measures and Policy Options

The City of San José did not have any specific direction or policy guidance for addressing lived-in vehicles before FY 2023-24. In April 2024, the City Council adopted amendments to the San Jose Municipal Code and ordinances establishing restrictions prohibiting oversized vehicles and/or no overnight parking restrictions. The ordinance also established towing as an enforcement mechanism at specific areas adjacent to the following three schools which were identified as having the highest concentration of lived-in vehicles within 150 feet of the school:

- Independence High School
- Shirakawa Elementary School
- Challenger School-Berryessa

The City Council also approved a suite of policy options including considering incentives for private property owners to allow lived-in vehicles to remain on their property, exploring no-cost acquisition of federal property under the McKinney Vento Act, and working with religious institutions and others for property opportunities to expand parking options.

## Oversized Vehicle Regulation Pilot Program for FY 2024-2025

With the passing of the City's FY 2024-2025 budget, \$1.5 million in funding was allocated to establish and set up a new Oversized Vehicle Regulation Pilot Program to implement a range of temporary and permanent parking restrictions to facilitate the clean-up of impacted areas, encourage vehicle circulation, and begin to help mitigate the potential environmental and safety impacts posed by oversized and lived-in vehicles parked for extended periods of time on city streets.

Implementation of this Oversized Vehicle Registration Pilot Program began between May and July 2024, where City staff were able to 1) conduct the necessary engineering analysis to identify the applicability of the no oversized and no overnight parking restriction options at the three schools; 2) conduct inventory data collection; 3) conduct outreach to those parking and living in vehicles in the area, and 4) install new parking restriction signage. Vehicles previously parked in the newly restricted zones were relocated to other areas of the city, often just outside the restriction area. Expansion of this approach is not currently being explored due to lack of funding and limited overall improvement to impacts or homelessness.

Below is a summary of the efforts that the pilot program has prioritized:

- **Inventory:** Two citywide on-street inventory counts of oversized and lived-in vehicles parked on city streets. The initial inventory is currently underway and expected to be completed in October 2024. A second annual inventory will be conducted later in 2025.

- **Analysis and Prioritization:** Using the inventory data, staff will develop a list of priority sites based on the proximity and impacts to the surrounding area and priority objectives of the City, including, but not limited to K-12 schools, waterways, and emergency interim housing sites.
- **Engagement, Clean-up, and Enforcement:** Beginning in January 2025, and approximately every week throughout the remainder of this initial pilot year (through June 2025), DOT will initiate treatment at a new site deploying temporary tow-away signage to encourage vehicle relocation. Staff will attempt to engage with vehicle occupants, provide education on posted restrictions, offer connections to services, and clean the sites of trash, debris, and biowaste. Any vehicles remaining in the temporary parking zones after education and engagement efforts may be towed.

Although the Oversized Vehicle Regulation Pilot Program is predominately focused on the use of temporary parking tow-away zones to encourage vehicle circulation and relocation to other areas, the program will evaluate up to ten sites for the installation of permanent parking restrictions, but only after the temporary parking tow-away and clean-up efforts have been unsuccessful in providing a noticeable reduction of impacts.





# Environmental Leadership: Stormwater and Environmental Change



The City has a shared responsibility to its community, stakeholders, and visitors to be stewards of the environment. This section of the Consolidated Annual Homelessness Report focuses on specific roles the City plays related to the environment. In line with the Implementation Plan's Pillar #2: **To Share and Protect Public Spaces** the Environmental Services Department (ESD) is currently the strategic lead for the National Pollutant Discharge Elimination System (NPDES) Stormwater Compliance Oversight and Coordination. ESD will also support the strategic development for the following two areas: (1) Understanding Climate Change Impacts and (2) Urban Waterways Opportunities.

## Stormwater Compliance Oversight and Coordination

In accordance with the United States Environmental Protection Agency (EPA)'s Clean Water Act, the San Francisco Bay Area Regional Water Quality Control Board, has required the City (since the 1990s) to comply with a Municipal Regional Stormwater Permit. This is attributed to the City owning and operating a storm sewer system that ultimately discharges into Guadalupe River and Coyote Creek, which are federally designated as "Waters of the United States". The ESD supports City departments collectively to meet, or exceed, the water quality requirements as outlined in the NPDES Stormwater Permit and Clean Water Act, within the legal boundaries of the Department's available funding sources.

The most recent stormwater permit mandates prioritization of housing for individuals living in waterways to address any discharges (i.e. trash, biowaste) from unhoused residents living in those waterways and lived-in vehicles near storm drains. Failure to comply with the Municipal Regional Stormwater Permit could potentially result in significant fines and penalties. This permit has caused a fundamental shift within the City such that hundreds (and potentially thousands) of individuals experiencing homelessness living within 500 feet of waterways will need to be identified, serviced, and ultimately relocated to housing or other opportunities outside of this area in proximity to waterways.

The San Francisco Bay Regional Water Quality Control Board approved the City's Direct Discharge Control Program Plan on June 3, 2024. As part of this approved plan, the City is committed to several steps that are required to meet State mandates that ultimately meets Clean Water Act requirements. Under the terms of the plan, the City is required to submit an annual Direct Discharge Trash Control Program Plan progress report along with the Stormwater Permit report to the Regional Water Quality Control Board by September 30th. The Direct Discharge Trash Control Program Plan progress report provides detailed descriptions of the State-mandated actions and the City's progress towards implementation. In addition, the City will be providing a six-month update (December 2024 and June 2025) to the San Francisco Bay Regional Water Quality Control Board highlighting the City's progress in addressing unhoused living in waterways, cleaning, and protecting waterways.

For the full report, please visit this [LINK](#).<sup>3</sup>

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3. City of San José Stormwater Management Annual Report 2023-2024 - <https://www.sanjoseca.gov/home/showpublisheddocument/114389/638616720190470000>

# Understanding Climate Change Impacts on Residents

ESD's primary role is to deliver world-class utility services and programs to improve the health, environment, and economy. ESD was one of the first agencies in the County of Santa Clara to address climate change and continues to provide expertise and coordination around mitigating climate change. Mitigation is the current directive and priority for ESD's work to implement and facilitate the City's climate change initiatives. However, preparing how our communities, particularly our most vulnerable communities, can adapt and be more resilient to the impacts of climate change is increasingly challenging.

The City is currently developing a climate adaptation and resiliency plan to complement the City's existing climate action plan, Climate Smart San José. This climate adaptation and resiliency plan is expected to deepen the City's shared understanding of the impacts on unhoused residents of global warming and extreme weather events such as the atmospheric rivers of the past couple of years as well as coordinated engagement around adaptation strategies. If resourced in future fiscal year budgets, ESD has the potential to play an important role in implementing the City's climate adaptation and resiliency plan. ESD has the opportunity to develop a shared, One Team approach to how the City addresses homelessness with an equity lens related to climate change. In the interim, per State law, the Planning, Building, and Code Enforcement Department is leading the efforts to update the City's General Plan to include environmental justice policies and strategies. The PBCE Department plans to bring the item to City Council for adoption by December 2025.

## Opportunities to Protect and Restore Urban Waterways

The waterways that traverse throughout the City's urban environment are critical to the physical and mental health of the City's community members. These urban waterways are a benefit for our communities because they provide a natural respite from the over-paved community while fostering a natural wildlife and biological habitat. In addition, the waterways connect and feed into the San Francisco Bay. It is imperative for the City to continue to invest in improving water quality which is key to the regions' health.

There are a range of negative impacts that unsheltered homelessness has on the City's diverse environments that must be addressed. If resourced, the City can partner with Santa Clara Valley Water who are responsible for enhancing, protecting, and restoring streams, riparian corridors, and natural resources to design and implement environmental protection and repair work which can limit negative impacts of the unhoused population on the waterways. It is anticipated that the ongoing work of clearing sensitive areas, in line with stormwater mandates, and then holding those areas clear of re-encampment will further facilitate environmental protection and repair efforts. Part of the City's ongoing efforts include developing data sufficient to analyze ongoing progress on a citywide basis to protect these natural resources.



# Economic Impacts and Opportunities:

## Recognizing Challenges and Accelerating Progress



The City has a robust role in supporting a thriving community. As part of the Implementation Plan the City's Office of Economic Development and Cultural Affairs is involved in or coordinates efforts for the Implementation Plan's Pillar #1: ***End Suffering on the Street***, Pillar #2: ***Share and Protect Public Spaces***, and Pillar #4: ***Create Opportunity***.

## Office of Economic Development and Cultural Affairs Accomplishments for FY 2023-2024

### Securing Land for Housing

The Real Estate Services Division of the Office of Economic Development and Cultural Affairs has led efforts to secure land suitable for the development of emergency housing, Safe Outdoor Sleeping (SOS) sites, and Basic Needs Sites (BNS). A ground lease on 7.2 acres of the Santa Clara Valley Transportation Authority Cerone bus yard property will allow for the construction of approximately 200 tiny homes, and a ground lease for the expansion of the Rue Ferrari emergency interim housing site on State-owned California Department of Transportation land will allow for the construction of approximately 100 additional units.

Current efforts underway include a lease to allow the construction of 100 tiny home units on Santa Clara Valley Water-owned property on Cherry Avenue in San José, and to secure land rights sufficient to develop 500 safe outdoor sleeping spaces or other approaches to temporary housing, including potentially on Valley Water-owned property located at the intersection of Willow Street and Lelong Street in San José and the acquisition of 1.2 acres adjacent to City-owned property located on E. Taylor Street near Highway 101.

## Sharing and Protecting Public Spaces – Key Efforts in Downtown

There are several issues that impact the downtown core, which is a critical economic engine for the City and the region. The City has a combination of supportive efforts and enforcement efforts intended to increase vibrancy and help residents in need, both in and around the downtown area.

### **Dedicated Homelessness Outreach and Support:**

To support the efforts in the downtown area, the Housing Department has focused contractual outreach efforts with People Assisting the Homeless (PATH) to support engagement with the unhoused community. These efforts provide support and resources to redirect unhoused community members to opportunities that may be available and continued engagement to reduce the impact on the downtown core.

### **Implementation of the Pedestrian Facilitation Zone:**

The City Council directed the Administration to increase enforcement of a portion of its existing Pedestrian Facilitation Zone in downtown. This is an effort to improve pedestrian circulation and encourage the use of downtown pedestrian areas for intended purposes. Currently, the focus of enforcement is within the area generally bounded by Santa Clara Street and San Fernando Street from 4<sup>th</sup> to 12<sup>th</sup> Streets with some additional frontage on Santa Clara Street East and West of this enforcement area. Three existing signs cover Santa Clara Street from 1<sup>st</sup> to 4<sup>th</sup> Streets. San José Police Department has been able to utilize these signs in assisting with the implementation of enforcement and another 20 signs would allow for full coverage of the focus area. The implementation of this effort is ongoing.

### **Partner Efforts in the Community:**

The Social Impact Team (SIT) of the San José Downtown Association (SJDA), funded through the San Jose Property Based Improvement District (PBID), has been in service since June 2023. The SIT continues its vital work in supporting the vulnerable unsheltered population in the downtown area. Operating daily from 8:00 AM to 5:00 PM, the SIT is committed to building trust and fostering meaningful connections with individuals experiencing homelessness. The team works diligently to connect these individuals with essential service providers, including City, County, and nonprofit resources.

Recently, the team has undergone training in naloxone administration, a medication designed to rapidly reverse opioid overdoses. Twice a month, the SIT partners with PATH to provide services within St. James Park, and twice a week, they conduct joint outreach. The team is well-versed in and connected to community resources such as the Downtown Youth Wellness Center and Santa Clara County Reentry Center, allowing them to offer informed support to the unhoused population.

In collaboration with the Groundwerx team, the SIT addresses community requests and concerns, contributing to the cleanliness and safety of downtown San José.

## Upward Mobility Initiative: Advancing Equity and Long-Term Economic Stability

The Upward Mobility Initiative is dedicated to fostering equitable access to upward mobility for all individuals with a particular focus on people of color and other marginalized groups. The initiative continues to develop stronger partnerships and collaboration, particularly with several departments within the County of Santa Clara as well as

the Santa Clara County Housing Authority and community-based organizations that support the unhoused population. The initiative seeks to implement comprehensive strategies that not only provide immediate support but also lay the groundwork for long-term economic stability.



## Creating Workforce Opportunities for Unstably Housed Youth and Adult Residents

In addition to efforts to share and protect public spaces in our downtown, the City is also working to create more opportunities for people experiencing or at risk of homelessness throughout the City. These efforts are in various stages of development and seek to support vulnerable San José residents at risk of or experiencing homelessness.

During FY 2023-2024, work2future—the City’s Workforce Development Board—served 2,450 youth and adult clients. Over 85% of work2future clients secured employment in high-wage, high-growth occupations related to information technology, advanced manufacturing, health care, business and accounting, and construction and the trades. Notably, over 60% of work2future clients were unstably housed (e.g. very low-income, couch surfing, living in interim housing, etc.), and over 65% had two or more barriers to employment.

As included in the City Council approved Unhoused Implementation Plan, work2future has launched a targeted series of pilot workforce programs to deepen its reach to support unstably housed clients with the Bill Wilson Center, San José Job Corp, and San José Conservation Corp. The goal of these pilot programs is to engage in tightly knit partnerships that offer dual case management, leverage funds to provide a more robust package of wrap-around services (e.g. mental health, housing, food assistance), and enhance data sharing to better assess client needs and performance outcomes. In recent months, approximately 50 youth and adult clients have been enrolled through these developing partnerships and are receiving an intensive package of services including job readiness workshops, occupational skills training, job development, supportive services, and career counseling.

**85%** of work2future clients secured employment in high-wage, high-growth occupations

**60%** of work2future clients were unstably housed

**65%** of work2future clients had two or more barriers to employment

## Opportunities for FY 2024-2025

During FY 2024-2025, work2future will seek to enroll a total of 100 clients through these newly developed pilot partnerships and over the next 12 months will strive to place the majority of those served in the high-wage, high-growth occupations. Work2future will also seek to develop a pilot program with the County of Santa Clara’s Sheriff’s Office

to provide workforce services to in-custody young adults. Work2future will assess the opportunity to enroll these currently incarcerated individuals following their release to enhance the overall package of skill building and job development services.

# Data and Technology:

## Leveraging Information to Drive Quality Service



The information in this section was provided by key stakeholders and data managers from multiple City departments and external partners. This data-gathering process can be cumbersome, time-consuming, and create additional work to aggregate and provide information for recurring inquiries. Transforming our approach to aggregating, coordinating, and streamlining data will dramatically improve our ability to continuously analyze which efforts are succeeding and meaningfully define what constitutes success. Furthermore, improving the efficiency of this data collection will aid in furthering the goals of Pillar #1: ***End Suffering on the Street***, Pillar #2: ***Share and Protect Public Spaces***, Pillar #3: ***Expect Cleanliness of Each Other***, and Pillar #4: ***Create Opportunity***, as part of the City's Implementation Plan.

## Key Initiatives for FY 2024-2025

### Improving Homelessness-Related Data Analysis and Customer Service

The fundamental reason to transform the City's approach to data related to homelessness is to better inform the City's decision-making and serve the public more efficiently. This applies both to unhoused residents in need of critical services such as housing and sanitation and to other members of the public who have requests related to encampments or other issues. Sharpening the City's analytical capacity with improved data reliability and coordination can help identify patterns across data that are currently maintained in multiple departments and although unintentionally, are essentially invisible to other departments.

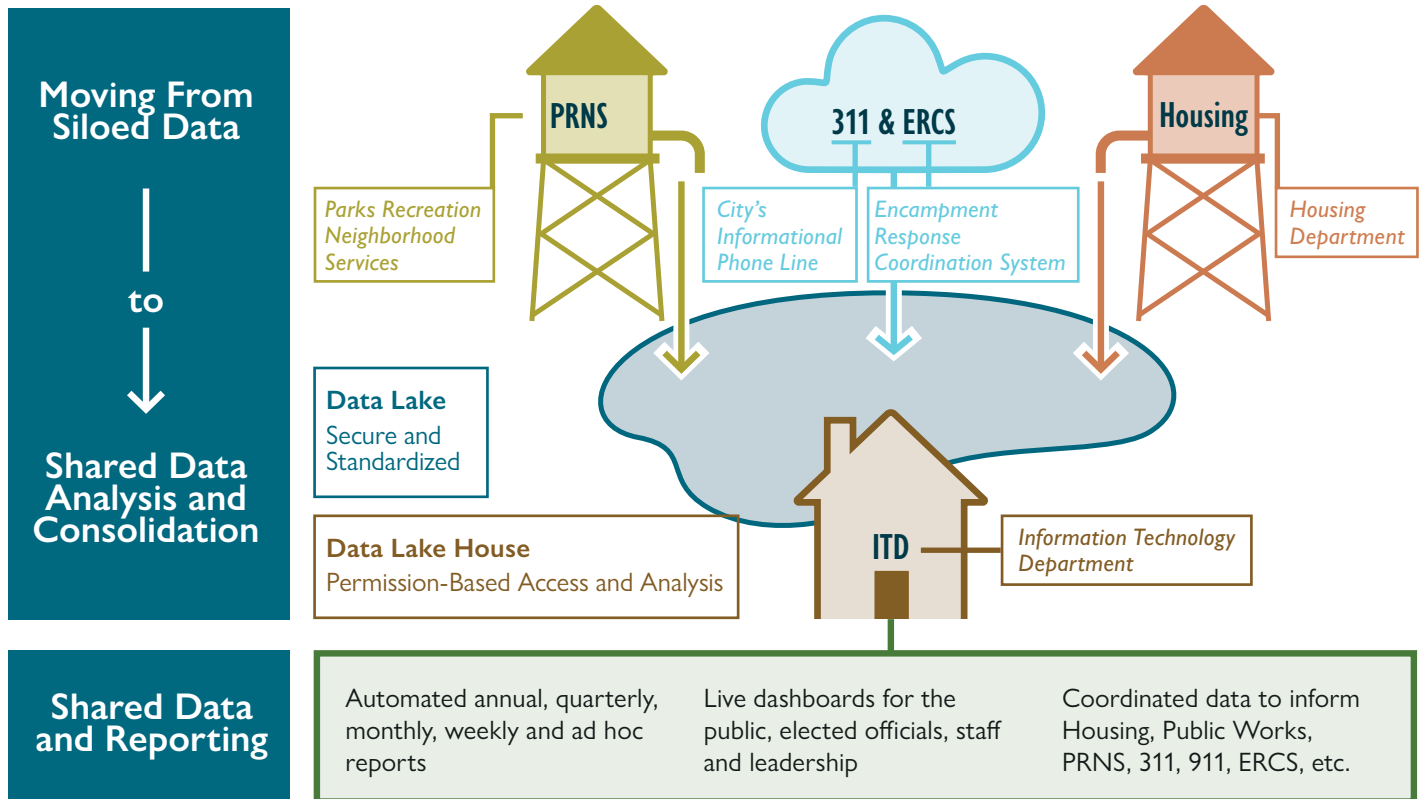
In addition to improving the City's analytical capabilities, better-coordinated data will also dramatically improve the City's ability to provide timely customer service to members of the public. Enhancements to customer service will expand once the system for coordinating and accessing data is enhanced.

## Homelessness Data Consolidation Project

The Homelessness Coordination Team in the City Manager's Office (CMO) and the Information Technology Department (ITD) are collaborating on a Homelessness Data Consolidation Project that will provide a single, secure, and standardized "Data Lake" location and a permission-based accessible "Data Lake House" for future dashboards and reports. The Homelessness Data Consolidation Project aims to aggregate homelessness-related data from multiple

City departments and external partners into a centralized platform (i.e., a "Data Lake"), improving the accuracy of reporting, policy development, and resource allocation to better address homelessness in San José. The development of the current Consolidated Annual Homelessness Report was used as an opportunity to identify data questions and data sources, to inform the iteration of developing next year's City Data Lake House.

## Future: Data Consolidation



The Homelessness Data Consolidation Project employs a structured three-part approach, starting with a focus on the most pressing reports needed and used by City leadership or stakeholders (i.e., our data outputs) such as this Consolidated Annual Homelessness Report. Next, we will identify the data required to produce these reports and inventory the sources of this information (i.e., key data questions and their data sources, respectively).

This approach ensures that data consolidation efforts are focused on practical, high-impact outcomes. While the Homelessness Data Consolidation Project will start with aggregating available automated data, this project will identify difficult-to-access information, important confidentiality requirements, and non-automated reporting to better improve data practices. The insights and methodologies developed through this project will be shared across City departments to support citywide data governance initiatives.

## Toward a Public Data Dashboard

To ensure that program and services progress and outcomes are visible and more accessible to the public, the City will be developing a simple, secure, and interactive data dashboard. Providing this data publicly will help community members develop their understanding of the progress of programs,

services, and special initiatives, as well as the challenges that remain. City staff are currently exploring options to develop an interactive data dashboard to provide the public, City staff, and elected officials with up-to-date information on City efforts to manage and end homelessness.

# Other Significant Department Roles

## Energy Department

The City's Energy Department, as administrators of San José Clean Energy (SJCE), seeks to improve energy affordability and reduce customer disconnections of electricity service. SJCE provides the clean electricity that PG&E delivers to homes and businesses over its distribution system. San José's Energy Department has developed several programs to lower the electricity bills of the most vulnerable residents and increase access to clean energy. Through SJ Cares, San José's lowest income households—about 21% of SJCE customers—receive a 10% discount on monthly SJCE electricity charges. In 2024, SJCE expanded SJ Cares eligibility to 16,000 affordable housing units; in total, more than 71,190 households now receive the SJ Cares 10% bill discount. More than 800 customers who qualify for this discount and live in a community with high levels of environmental pollution receive an additional 20% bill discount and 100% solar energy through SJCE's Solar Access Program.

As the electricity distribution provider, PG&E holds responsibility for disconnecting customers for non-payment. The Energy Department tracks customer disconnections and connects customers with resources to avoid disconnection. As part of this effort, SJCE leveraged data shared by PG&E to send advance notification, by mail and email, to customers at high risk of disconnection to ensure that those customers took advantage of the available options. In 2024, Energy Department staff implemented a pilot program with Sacred Heart Community Service and the County of Santa Clara's Homelessness Prevention Program to provide utility assistance to households at risk of experiencing disconnection of electricity service. The pilot served **134 households**, including pausing PG&E disconnection for 48 of them by paying down overdue balances. **Over 80% of participating households were extremely low-income**, making less than 30% of the area median income, and **nearly 70% had children**. Staff are examining the data and other learnings from the pilot program to develop a larger program.

### Clean Energy & Homelessness Prevention Partner with Sacred Heart Community Services

**134** households served  
(48 paused disconnections)

**80%+** Extremely Low  
Income Households

**70%** Households with Children

The above examples provide an expanded view of the roles that city government serve to respond to the homelessness crisis. These examples are not exhaustive, as there are efforts in many other departments. However, these examples help demonstrate the importance of the City's One Team approach to homelessness response in San José.



# Planning, Building, and Code Enforcement Department

In June 2024, the City Council approved ordinance updates related to emergency residential shelters, which included updating the definition of emergency residential shelters to align with the State's definition. The approved update specifies that interim interventions are considered emergency residential shelters. It also permits shelters with 150 beds or fewer by right in zoning districts that already allow for them on sites outside of the Airport Influence Area. Staff conducted outreach with unhoused shelter providers and held a virtual community meeting throughout the Spring 2024. By permitting shelters by right in these zoning districts, the City was able to meet its capacity needs for its unhoused residents and comply with the requirements of Assembly Bill 2339. Staff is working on additional updates to ensure that specific use regulations for emergency residential shelters are Housing First and low barrier to housing, and allow shelters within the Airport Influence Area to use the City's ministerial approval process. Staff will coordinate with the Airport Land Use Commission and take the zoning code amendments to the City Council for approval before the end of the calendar year.

## Abandoned Shopping Carts

Aiming to address the issue of abandoned shopping carts that contribute to the growth of encampments and increased debris and limitations of the ordinance in holding cart owners accountable, the Mayor's March Budget Message for FY 2024-2025 directed the City Manager to engage with large retailers under Municipal Code 9.60 to propose an expanded Abandoned Shopping Cart ordinance and increase enforcement under Municipal Code 9.60.

The City Manager's Office and Code Enforcement Division of PBCE is assessing the current program, interdepartmental related activities, State and local regulations, and programs and ordinances in other jurisdictions to develop the best

policy framework possible to meet the desired objectives. Following this, staff will seek feedback from impacted retailers and prepare ordinance updates, develop the appropriate fee costing approach, create an implementation plan, and engage in procurement activities, as necessary, should a contractor(s) be incorporated into the new increased fee program.

A revised ordinance and approach to retrieval and enforcement of abandoned shopping carts should prevent carts from leaving store premises, improve cart owner accountability, and reduce the overall number of carts impacting encampments and our community.

## Encampments on Private Property

In recent years, encampments on private property have increased in number and scale. Violations due to blight, solid waste, and other hazardous conditions associated with encampments generate many challenges to property owners responsible for correcting the violations. Often, they are inexperienced or ill-equipped to provide the resources or take necessary actions to relocate/rehouse inhabitants and remove/dispose of debris especially when encampments have grown in scale and severity. Similarly, providing support and relocation options to the unhoused residents and removal and storage of personal belonging are not part of the Code Enforcement Division's abatement scope.

In FY 2023-2024, the Code Enforcement Division began partnering with BSJ and the Housing Department, as well as the Police and Fire Departments, when needed, to perform abatements of encampments on private property that are posing a significant hazard and have not been addressed by the property owner in a timely manner.

## Opportunities in FY 2024-2025

Moving forward into the current fiscal year, the Code Enforcement Division also plans to develop a resource guide in coordination with partner departments for property owners to assist them in addressing encampments on private property when an encampment has not reached the

threshold for abatement. The Code Enforcement Division will also continue the enforcement process which in many instances has resulted in the clean-up of encampments on private property by property owners.



# Conclusion & Next Steps

This Consolidated Annual Homelessness Report is an important step on a continuous journey to improve the City's efforts to advance for A San José For Everyone. These coordinated efforts demonstrate a San José that is:

- Expanding efforts to increase housing and prevention efforts to help people get and remain off the street.
- Protecting the natural environment while sharing the rich geographic diversity of the City's public spaces.
- Working to hold every member of our community to a standard for cleanliness and treatment of one another.
- Prioritizing vibrancy and opportunities for everyone -especially the unhoused- so the entire community can thrive.

City staff will continue to work with regional partners, other cities, business and non-profit leaders, and the public to ensure accountability, strive for positive results, and continually improve as we serve the City working as One Team.

# 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.

## Sub-Strategy

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

## Category

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

## 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.

## Strategy 1

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



1

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

## Category E

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

## CITY ACTION

### Description of Action

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

### Department (Contact)

CMO; API (Zane Barnes)

### Outcome Goal for 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** ✓

### 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.

### 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.

## 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 30<sup>th</sup> 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

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**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.

**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**

**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.

**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)

**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 ✓**

**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.

**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.

**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.

**FY 2023-2024 Goal Met: Yes** ✓

**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.

**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.

**FY 2023-2024 Goal Met: Yes** ✓

**Lessons Learned/Comments**

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

**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.

### 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.

### 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.

### Description of Action

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

### Department (Contact)

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

### Outcome Goal for 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.

### Lessons Learned/Comments

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

## 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** ✓

**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.

**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.



**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**

**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)

**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.

## 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.

#### 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.

**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

## 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.

#### 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.

**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)



**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.

#### 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

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.



**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.

**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.

**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)

**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.

**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.

**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)

## 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.

#### Department (Contact)

Housing (Ragan Henninger)

#### Outcome Goal for FY 2023-2024

Prevent approximately 1,700 individuals from falling into homelessness.

#### Lessons Learned/Comments

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

**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.

##### 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)

##### 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.



## 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.

### Department (Contact)

Housing (Ragan Henninger)

### Outcome Goal for FY 2023-2024

No outcome goal was identified for FY 2023-2024.

### 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.

**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.

### 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.

### 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%.

**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.

**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.

**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)

**Lessons Learned/Comments**

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

**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.

## 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.

**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**

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.

**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.

**Lessons Learned/Comments**

The Library Department collaborated with the Department for Rehabilitation, People Assisting The Homeless, and Mekong Community Center, reaching approximately 980 people through on-site housing-supportive services provided at library branches.

## 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 Cicirelli)

**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.

**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)

**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.