



*Housing*

# FY 2018-19 Homelessness Annual Report

City Council

September 24, 2019  
Item: 4.6

**Jacky Morales-Ferrand**  
*Director, Housing*

**Ragan Henninger**  
*Deputy Director, Housing*

**Lee Wilcox**  
*Chief of Staff to City Manager*

**Angel Rios**  
*Deputy City Manager*

# Overview

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- 🏠 Homeless Census and Survey
- 🏠 Annual Expenditures
- 🏠 Housing based solutions
- 🏠 Interim solutions
- 🏠 Crisis interventions
- 🏠 New strategic plan & coordination



# 2019 Homeless Census and Survey

▲ **6,097** homeless  
individuals

▲ **84%** unsheltered

▲ **9,706**  
Countywide



# Community Plan 2015-20 Progress



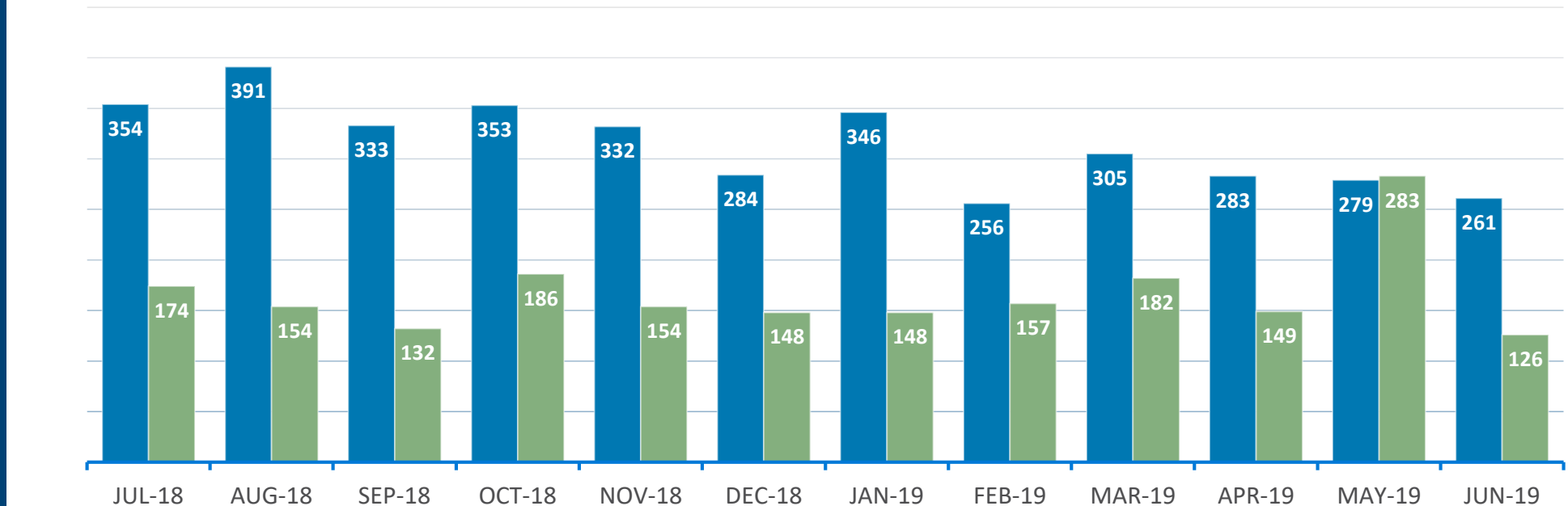
# Homeless Strategies Flow



# More People are Becoming Homeless

## Households Requesting Assistance for the First Time and Households Placed in Permanent Housing

■ Households who took the VI-SPDAT Assessment for the First Time    ■ Households Placed in Permanent Housing



# System wide Performance Measurements

- 🏠 The length of time people remain homeless
- 🏠 The extent to which people who leave homelessness experience additional spells of homelessness
- 🏠 Employment & income growth
- 🏠 Successful housing placement



# System Wide Performance Benchmarks

95%

Permanent Supportive Housing will maintain their housing

95%

Rapid Rehousing Programs will exit to permanent home

30%

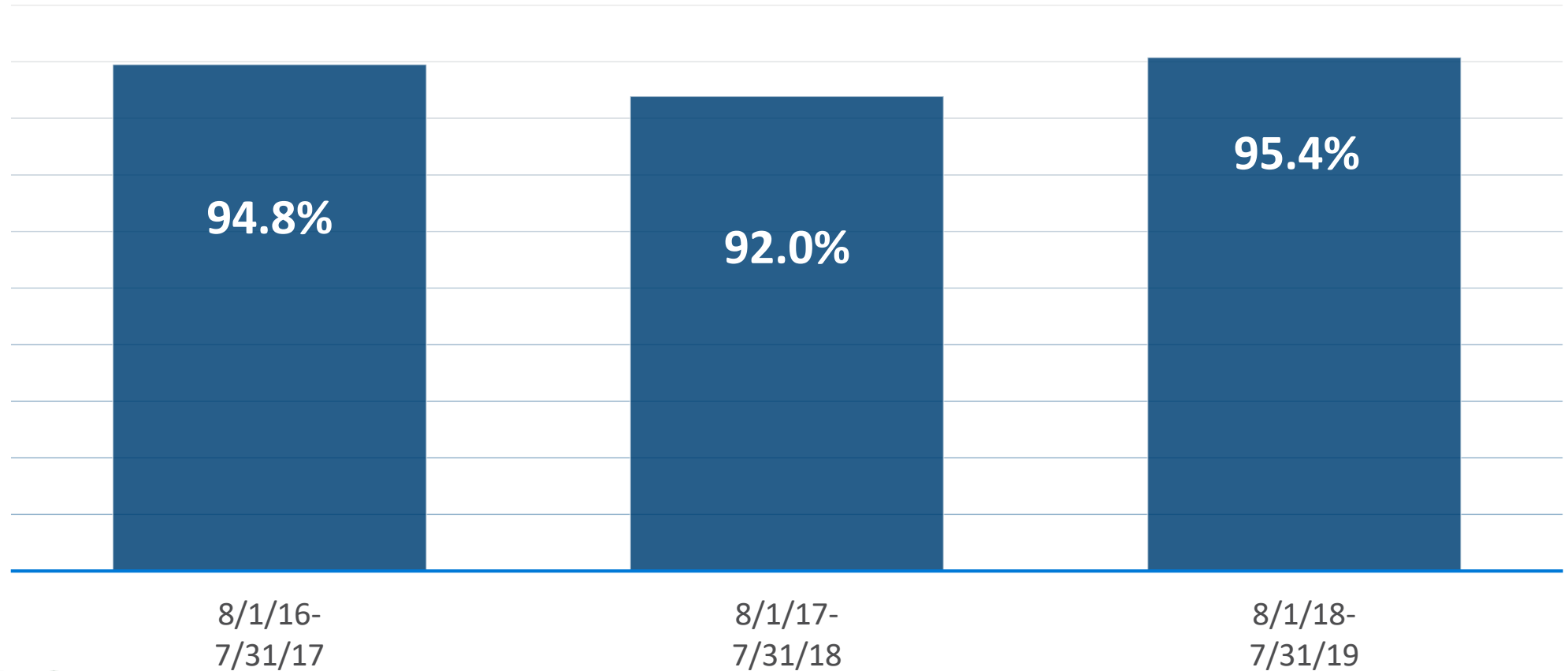
Emergency Shelter will exit to permanent home





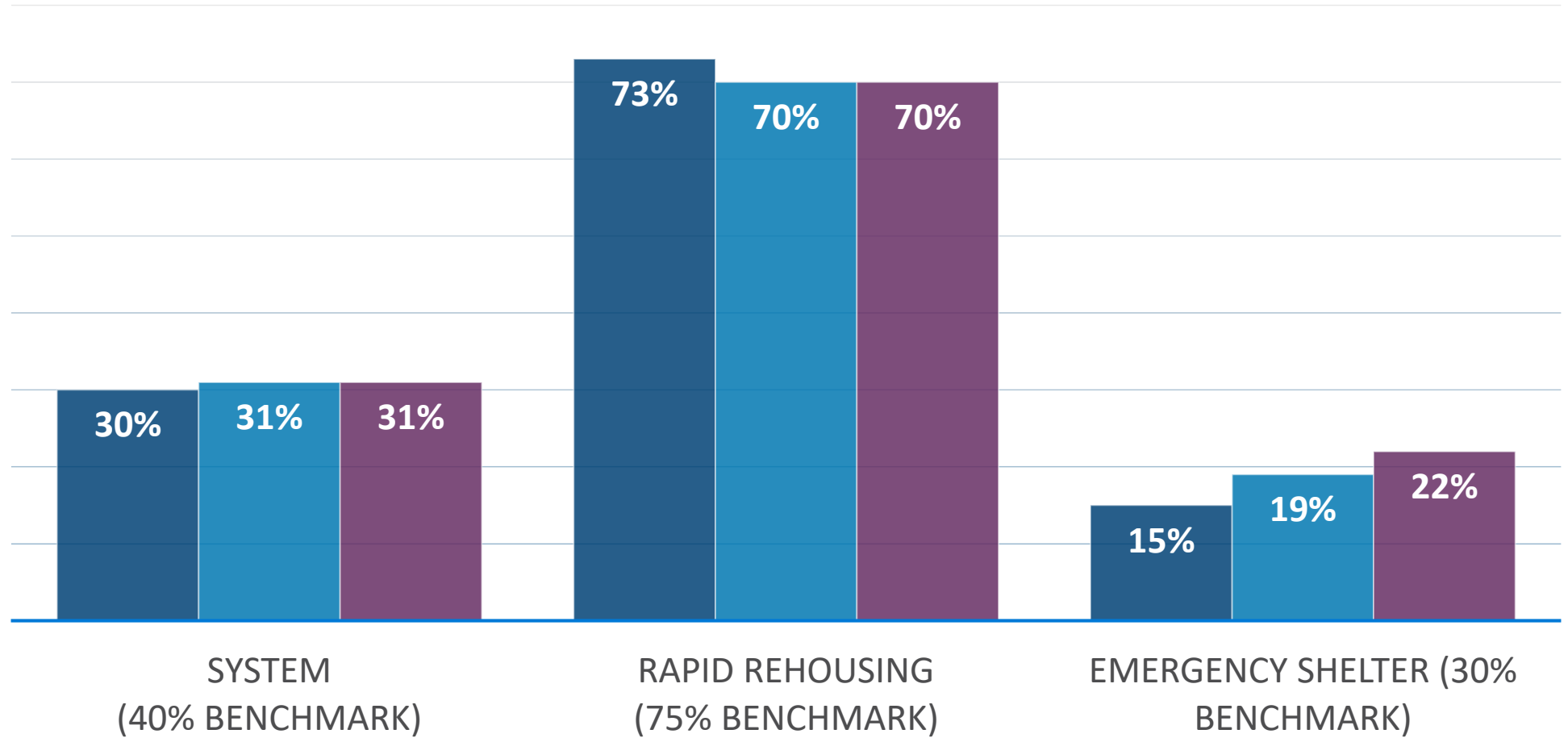
# Permanent Housing Retention

*Percentage of People in Permanent Housing Programs Retaining Housing during the Reporting Year  
(Benchmark = 95%)*



# Exits to Permanent Housing Destinations

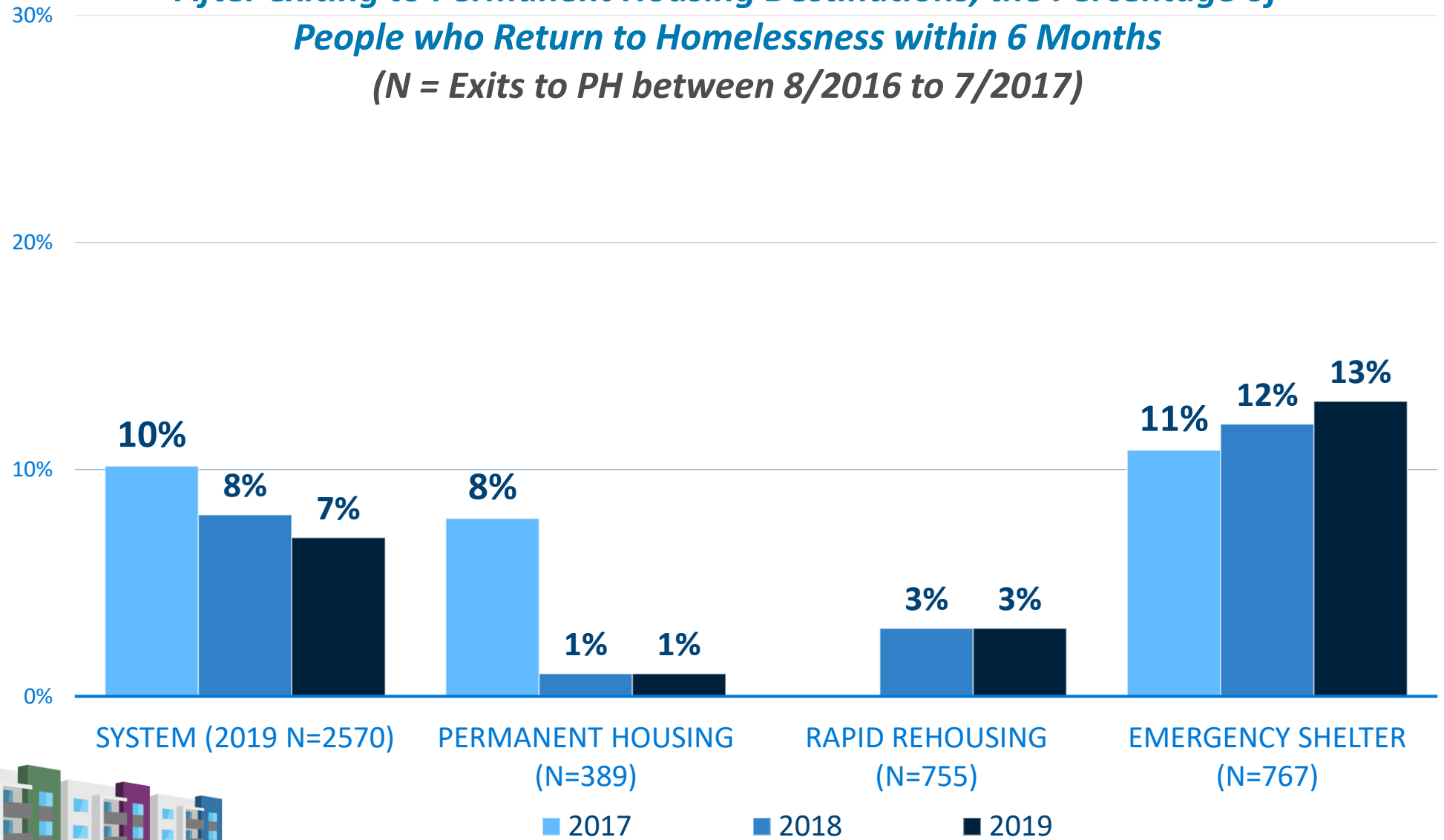
*Of Persons in ES, and RRH who Exited, the Percentage of Successful Exits to Permanent Housing*



# Returns to Homelessness (Within 6 Months)

*After exiting to Permanent Housing Destinations, the Percentage of People who Return to Homelessness within 6 Months*

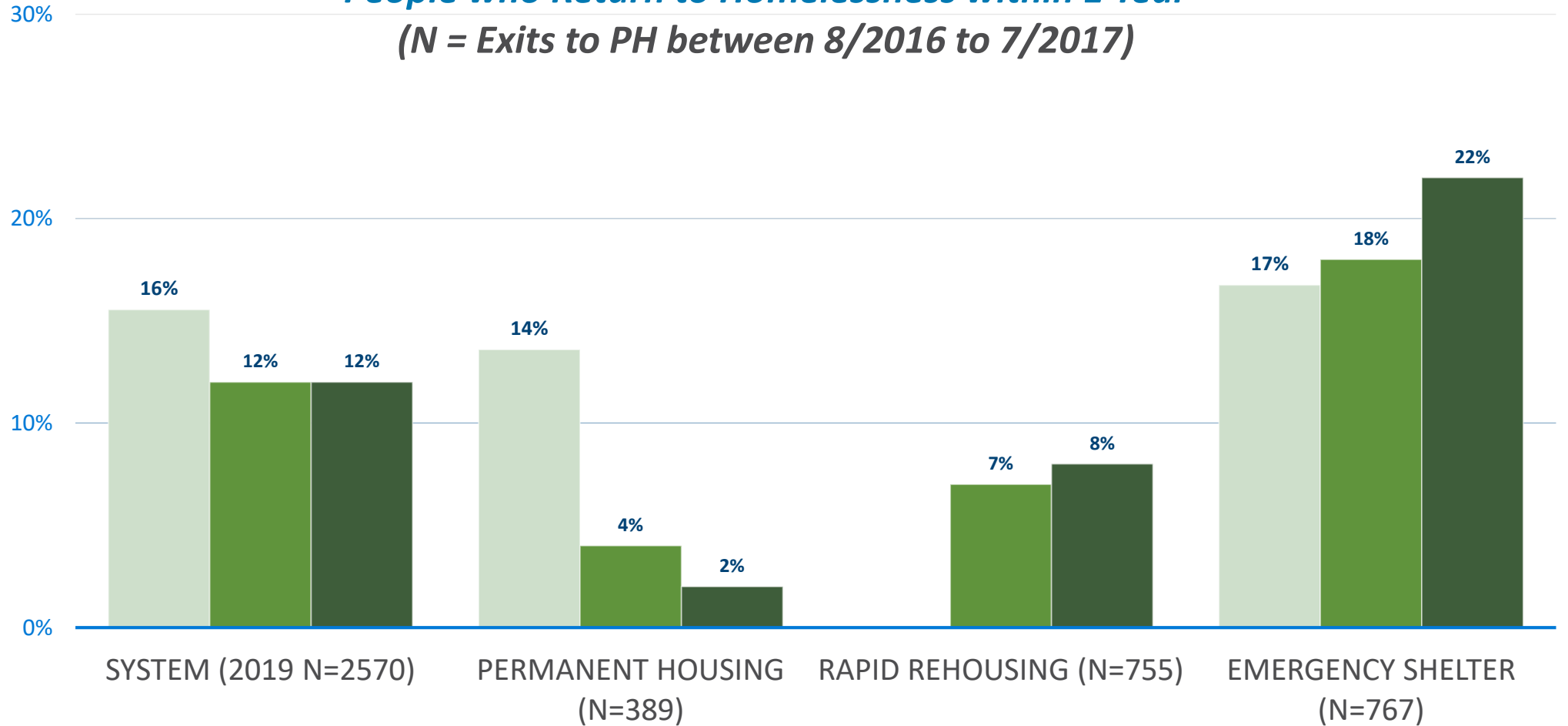
*(N = Exits to PH between 8/2016 to 7/2017)*



# Returns to Homelessness (Within 1 Year)

*After exiting to Permanent Housing Destinations, the Percentage of People who Return to Homelessness within 1 Year*

*(N = Exits to PH between 8/2016 to 7/2017)*



# Ending Homelessness

## Rare Brief & One-time



# City of San José Homeless Strategies

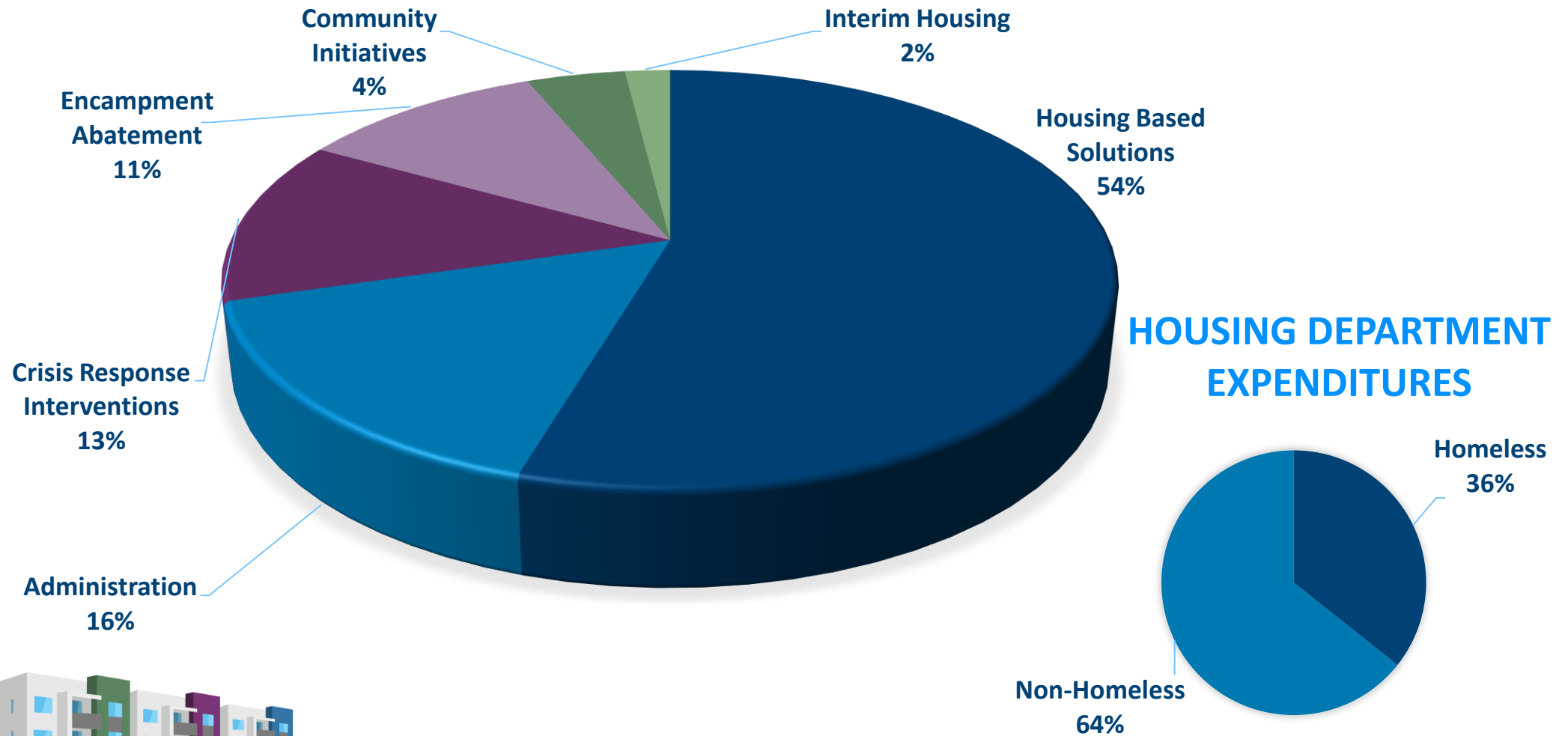
- 🏠 Housing Based Solutions
- 🏠 Interim Housing
- 🏠 Crisis Response Interventions



# Expenditures



# Homelessness Response Program Expenditures FY 2018-19





# Homelessness Expenditures

	17/18	18/19
Housing Based Solutions	\$12,839,045	\$8,544,682
Administration	\$2,462,699	\$2,468,238
Crisis Response Interventions	\$3,248,536	\$2,000,316
Encampment Abatement	\$1,673,128	\$1,663,244
Community Initiatives	\$289,305	\$667,007
Interim Housing	\$1,406,309	\$306,213
<b>Total</b>	<b>\$21,919,022</b>	<b>\$15,649,700</b>



# Housing Based Solutions



# Housing Based Solutions

## 3,308 PSH & Scattered Apartments

### COUNTYWIDE

- Funded **477** PSH/RR apartments (**423** in SJ)
- **\$111** million in new commitments

### CITY INVESTMENT

- Funded **27** PSH apartments
- **\$7.1** million



# Homeless Prevention

## 841 Households served Countywide

COUNTYWIDE	CITY INVESTMENT
<ul style="list-style-type: none"><li>▪ <b>\$4.2 M</b></li><li>▪ <b>841</b> (456 San José Residents)</li></ul>	<ul style="list-style-type: none"><li>▪ <b>\$750,000</b></li><li>▪ <b>113</b> San José Residents</li></ul>



# Rapid Rehousing

## 1614 Households Served Countywide

COUNTYWIDE	CITY INVESTMENT
<ul style="list-style-type: none"><li>▪ <b>\$16.5 M</b></li><li>▪ <b>1347</b> San José Residents</li></ul>	<ul style="list-style-type: none"><li>▪ <b>\$2.5 M</b></li><li>▪ <b>157</b> San José Residents</li></ul>



# A Rapid Rehousing Success Story



**PATH**  
MAKING IT HOME



# Interim Housing



# Interim Housing





# Crisis Interventions



# Crisis Response Interventions



# Crisis Interventions (shelter)

## 5,077 Households Served by Shelter Countywide

COUNTYWIDE	CITY
<ul style="list-style-type: none"><li>▪ 959 year round beds</li><li>▪ 526 Seasonal beds</li></ul> <p><i>(30% located in San Jose)</i></p>	<ul style="list-style-type: none"><li>▪ 90 seasonal beds</li><li>▪ \$350k</li><li>▪ 417 San José Residents</li></ul>



# Navigation Center Site Selection

- 🏠 Existing building needs:
  - Min 10,000 sq ft
  - 100 – 150 beds
  - Onsite services
- 🏠 Vacant land, one acre
- 🏠 Site criteria
  - Ownership
  - Proximity to sensitive uses
  - Development factors
  - Site usability



# Navigation Center Progress

- 🏠 15 City sites evaluated
  - 13 Sites eliminated or scored low
  - BHC sites also reviewed
- 🏠 Privately owned sites
  - Real estate broker service
- 🏠 Return to Council by end of year



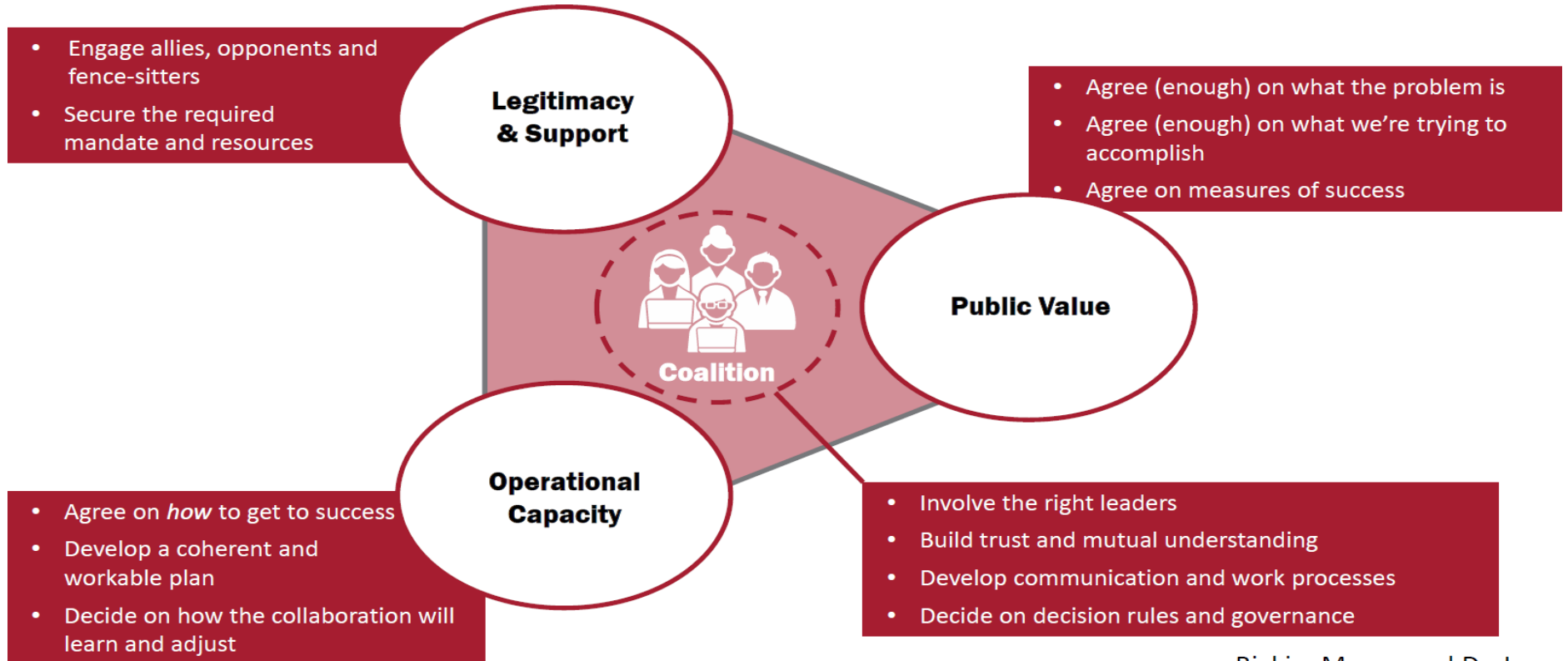
# Strategic Planning

## New Community Plan to End Homelessness 2020-25 & Bridging Internal Work



# Strategic Planning

## Key Challenges for a Cross-Boundary Collaboration



Rivkin, Moore and De Jong



# Strategic Planning

## Three Pillar Framework



Increasing the capacity and effectiveness of housing programs



Addressing the root causes of homelessness through system and policy change



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

2019 Launch Process

2020

Planning Begins

Create Strategic Plan

JUN

JUL

AUG

SEPT

OCT

NOV

DEC

JAN

FEB

MAR

Gather Community Input

CoC Adopts Plan/  
Plan Presented to Cities for Adoption





# Community Plan to End Homelessness

## Lead Agencies

**PILLAR I:** Increasing the capacity and effectiveness of housing programs

- Office of Supportive Housing (County)

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

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

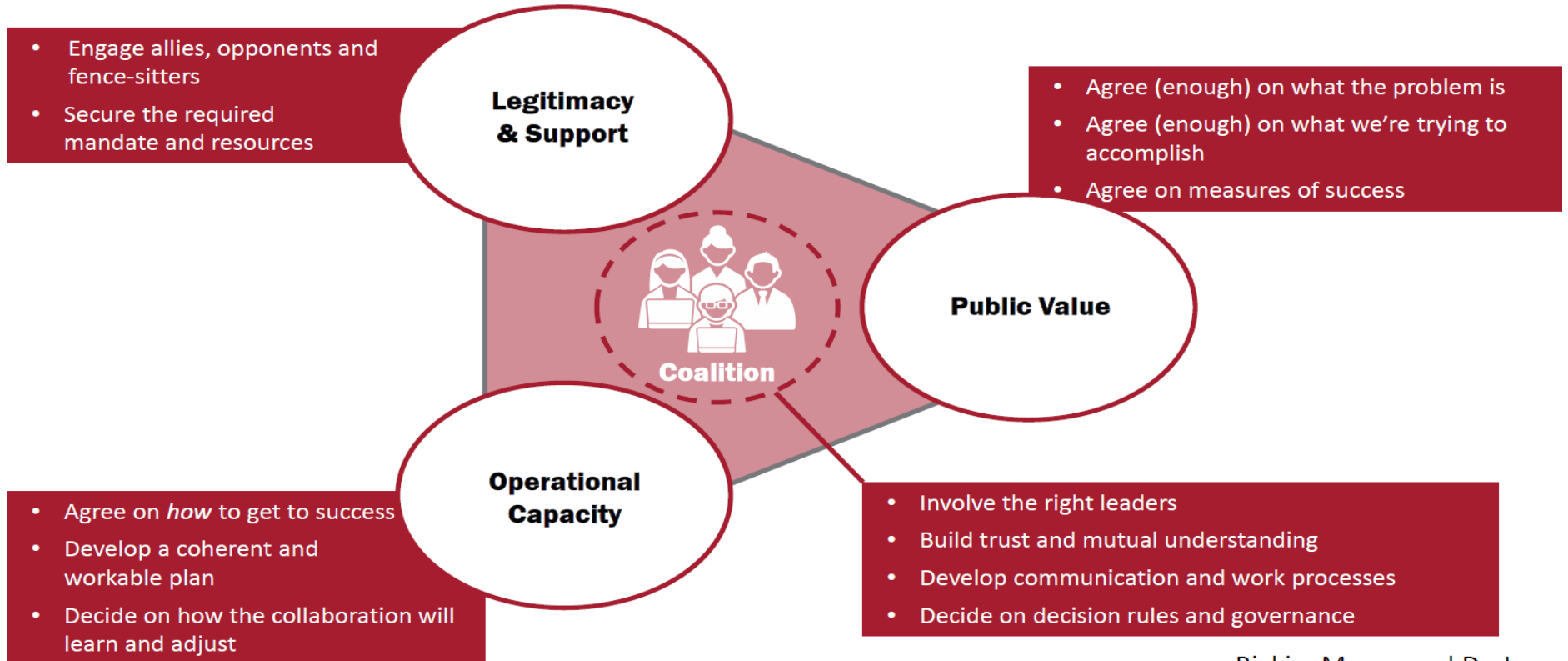
**PILLAR III:** Improving quality of life for unsheltered individuals and creating healthy neighborhoods for all

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



# Strategic Planning

## Key Challenges for a Cross-Boundary Collaboration



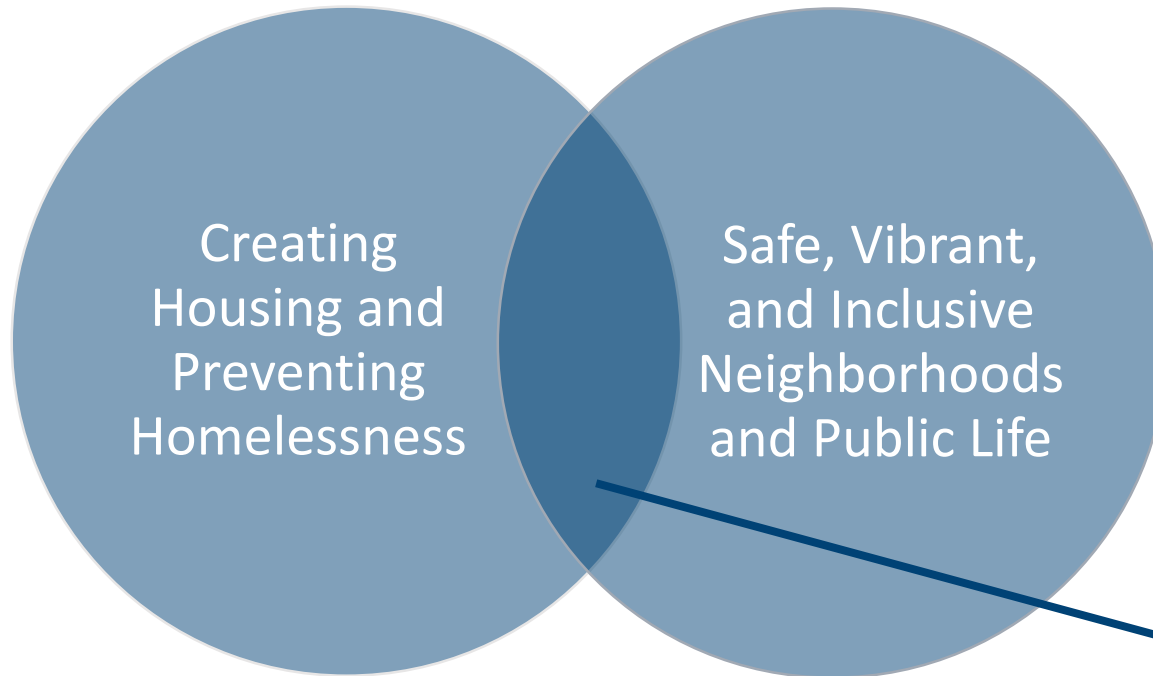
Rivkin, Moore and De Jong



# Strategic Planning



# Bridging Internal Work



- Listening to Department Perspectives
- Gathering and Analyzing Data
- Improving Our Operations
- Centralizing Response at CSA Level



# Bridging Internal Work

## Findings

- 1) Disrupt ▲
- 2) Unhoused ▼
- 3) Neighborhoods ▼

\* resolving (3) is Dependent on (2)

## Solving for (2)

Year	Households who took the VISPDAT for the First Time	Households Placed in Housing
2016	5275	1883
2017	5486	2039
2018	4412	1773

(2) requires: (1) interim housing options  
(2) tailored outreach strategies

To design effective solutions for both, we need to better understand who this population is, what their needs are, and how long they find themselves in the #2 bucket

existing unhoused

First-time VISPDAT

Placed in Housing

who constitutes this pop?  
what subgroups are they in?  
what resources do they need — substance abuse/mental health, etc.  
↳ what exists / what is needed

How do we break this group into buckets to provide interim solutions?  
↳ what is the avg. # of days diff. sub-groups find themselves unhoused?

Who is this population?  
what are their characteristics (what sub-group do they fit into ex. veterans, families, etc.)

↳ what is the avg. # of days it took to get from VISPDAT to housed?



*Housing*

# Accept the Annual Report on Homelessness for FY 2018-19

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