Overview

- 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
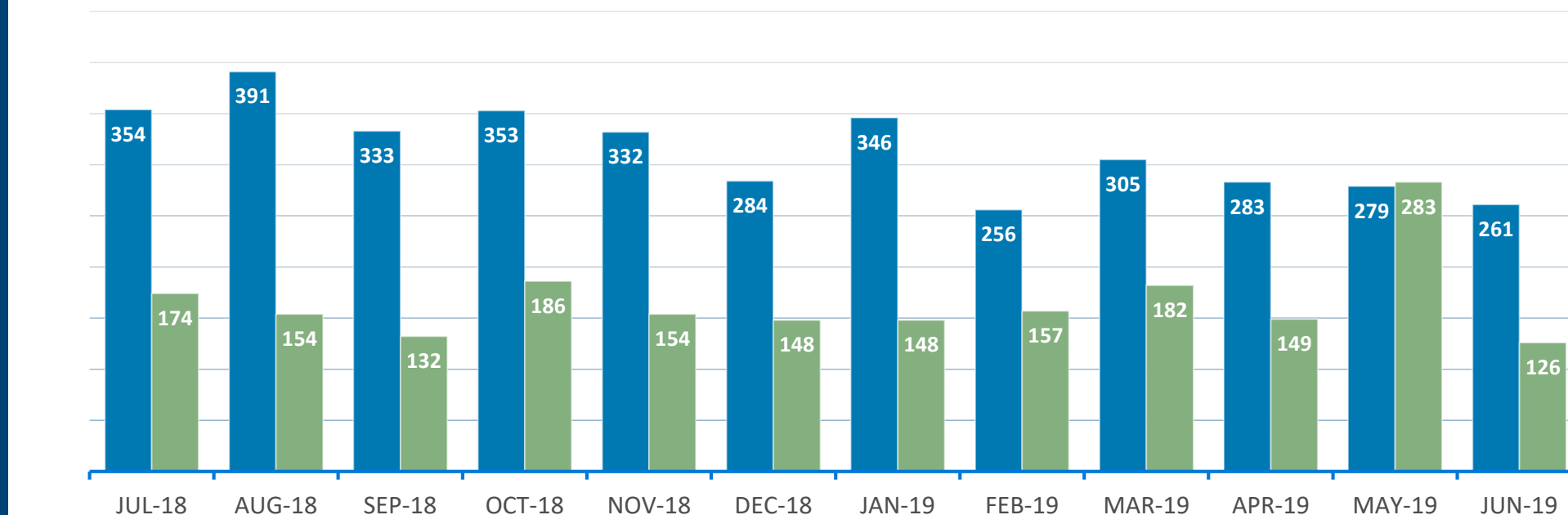
🏠 *9,706* Countywide

Community Plan 2015-20 Progress

Total Permanently Housed

Year	Count
2015	1,212
2016	1,883
2017	2,059
2018	1,783
TOTAL	6,937

Homeless Strategies Flow

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

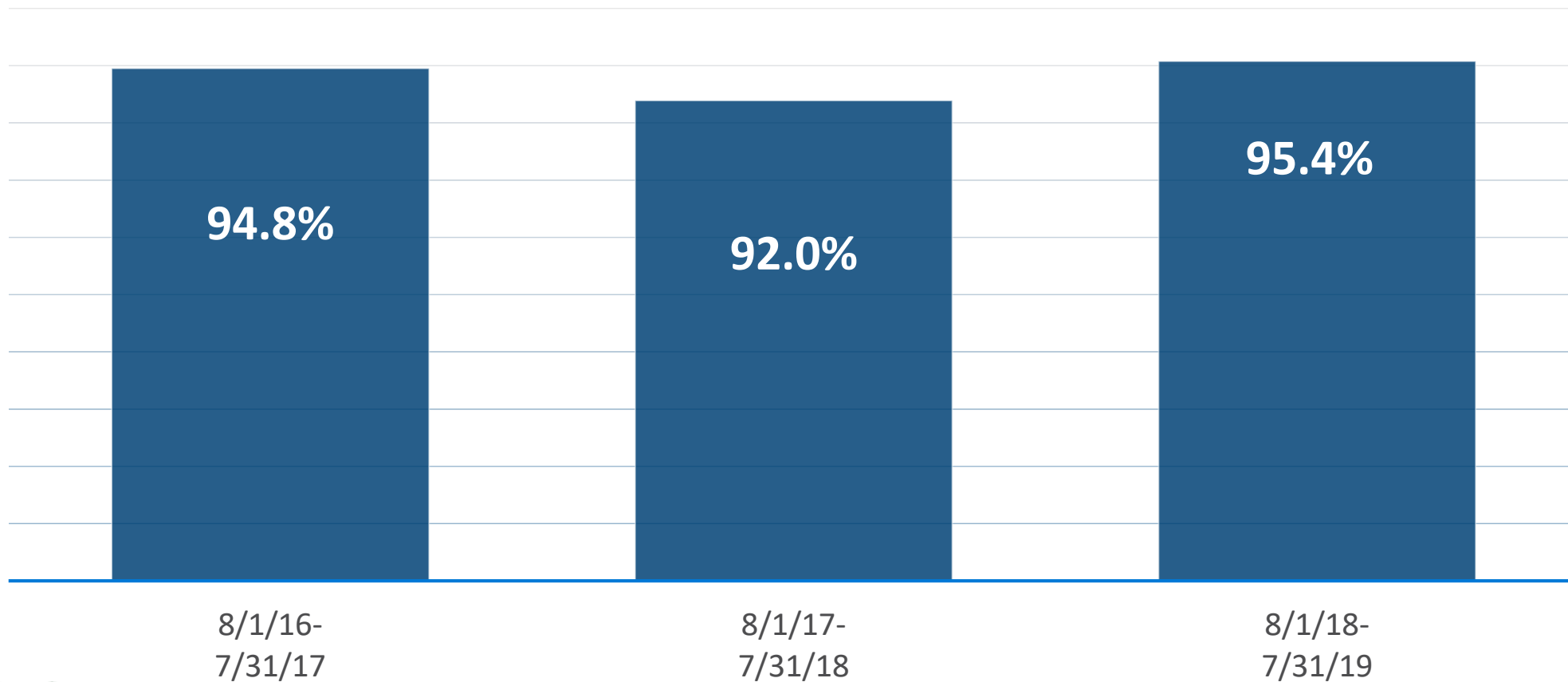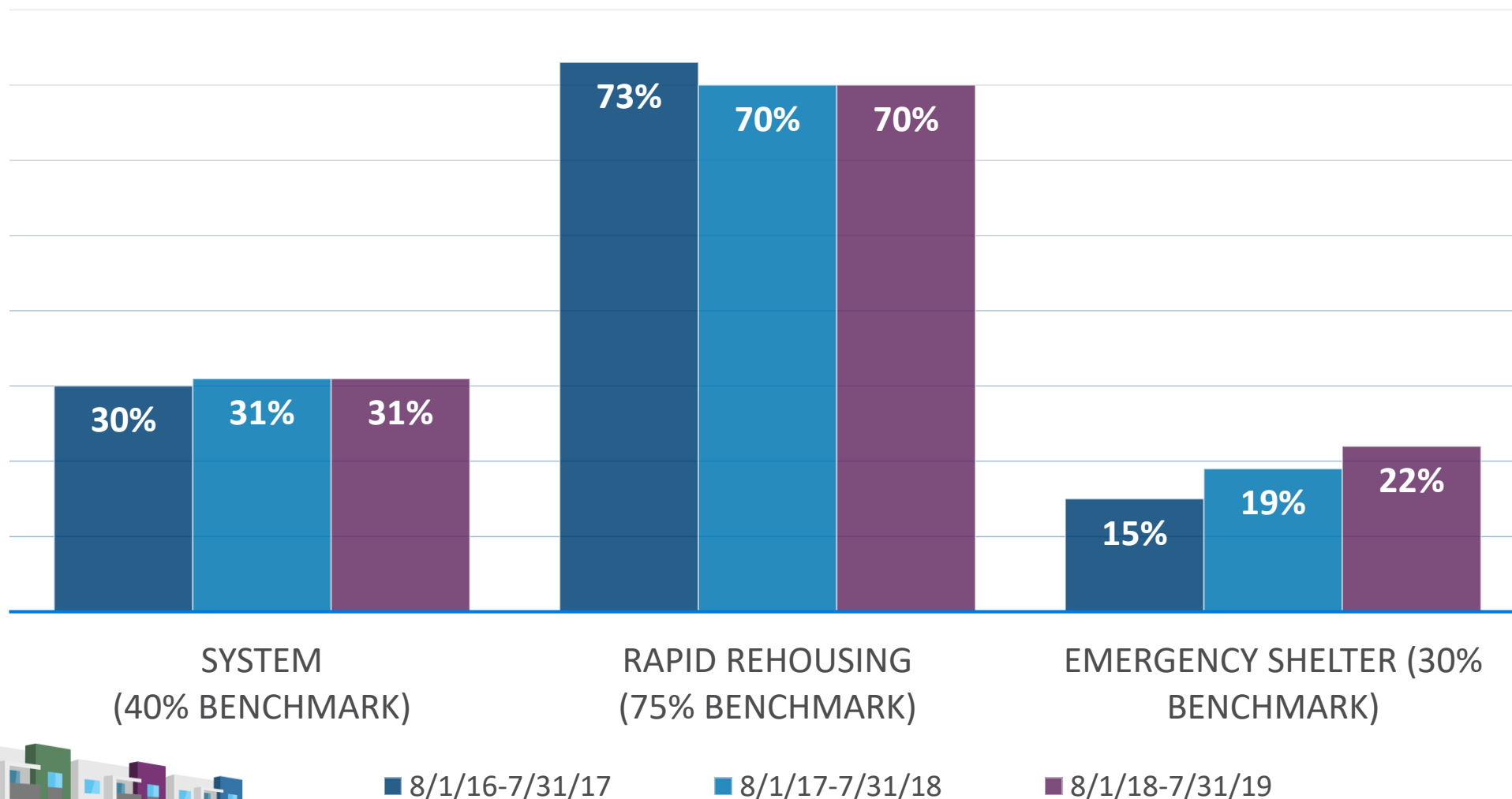**30%** Emergency Shelter will exit to permanent home

Permanent Housing Retention

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

94.8%	92.0%	95.4%
8/1/16-7/31/17	8/1/17-7/31/18	8/1/18-7/31/19

BUILDING GREAT PLACES   INVESTING IN PEOPLE   PROVIDING HOUSING FOR ALL

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

SYSTEM
(40% BENCHMARK): 30%, 31%, 31%

RAPID REHOUSING
(75% BENCHMARK): 73%, 70%, 70%

EMERGENCY SHELTER (30% BENCHMARK): 15%, 19%, 22%

■ 8/1/16-7/31/17   ■ 8/1/17-7/31/18   ■ 8/1/18-7/31/19
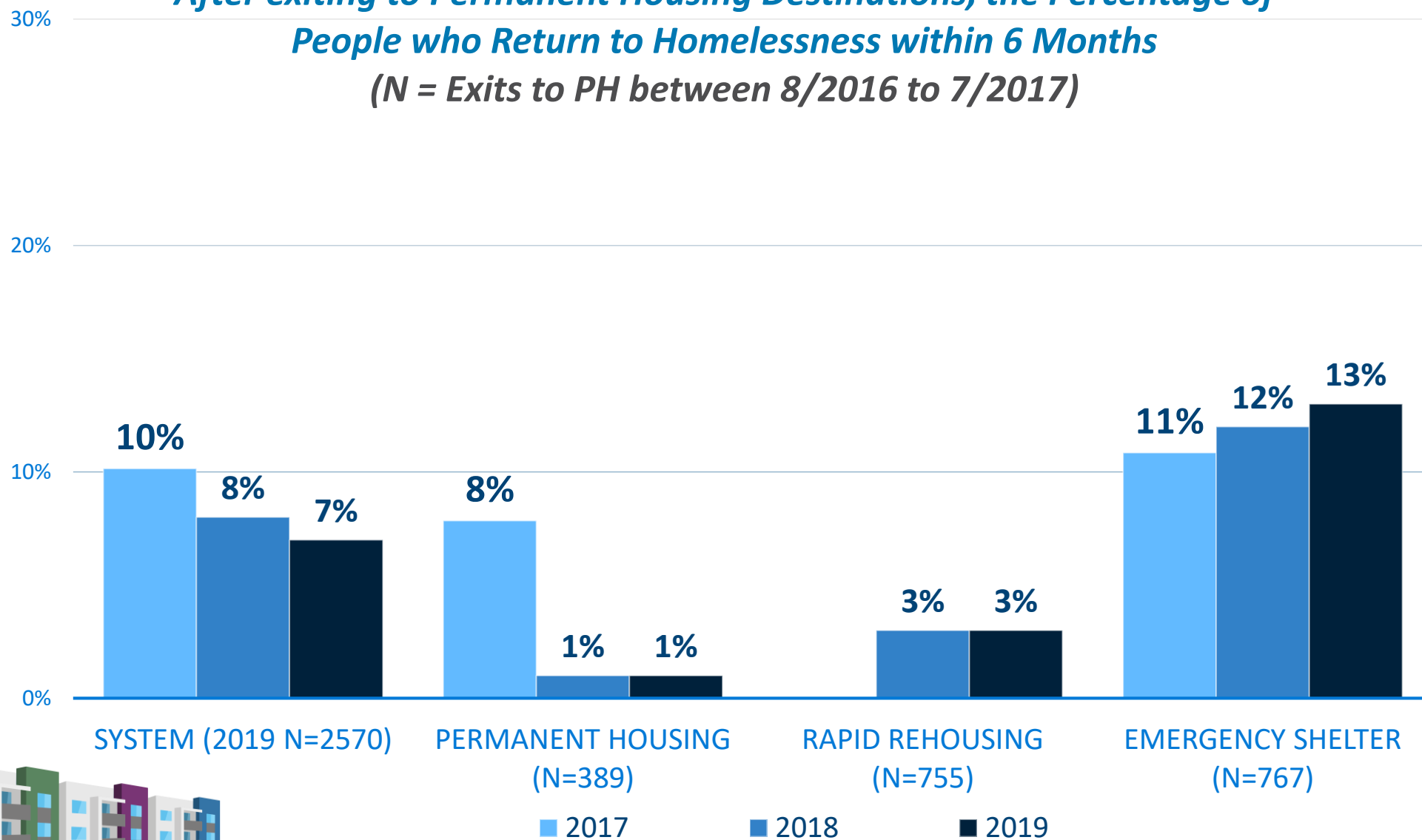
BUILDING GREAT PLACES   INVESTING IN PEOPLE   PROVIDING HOUSING FOR ALL

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)

SYSTEM (2019 N=2570) — 2017: 16%, 2018: 12%, 2019: 12%
PERMANENT HOUSING (N=389) — 2017: 14%, 2018: 4%, 2019: 2%
RAPID REHOUSING (N=755) — 2018: 7%, 2019: 8%
EMERGENCY SHELTER (N=767) — 2017: 17%, 2018: 18%, 2019: 22%

Legend: 2017, 2018, 2019

BUILDING GREAT PLACES   INVESTING IN PEOPLE   PROVIDING HOUSING FOR ALL
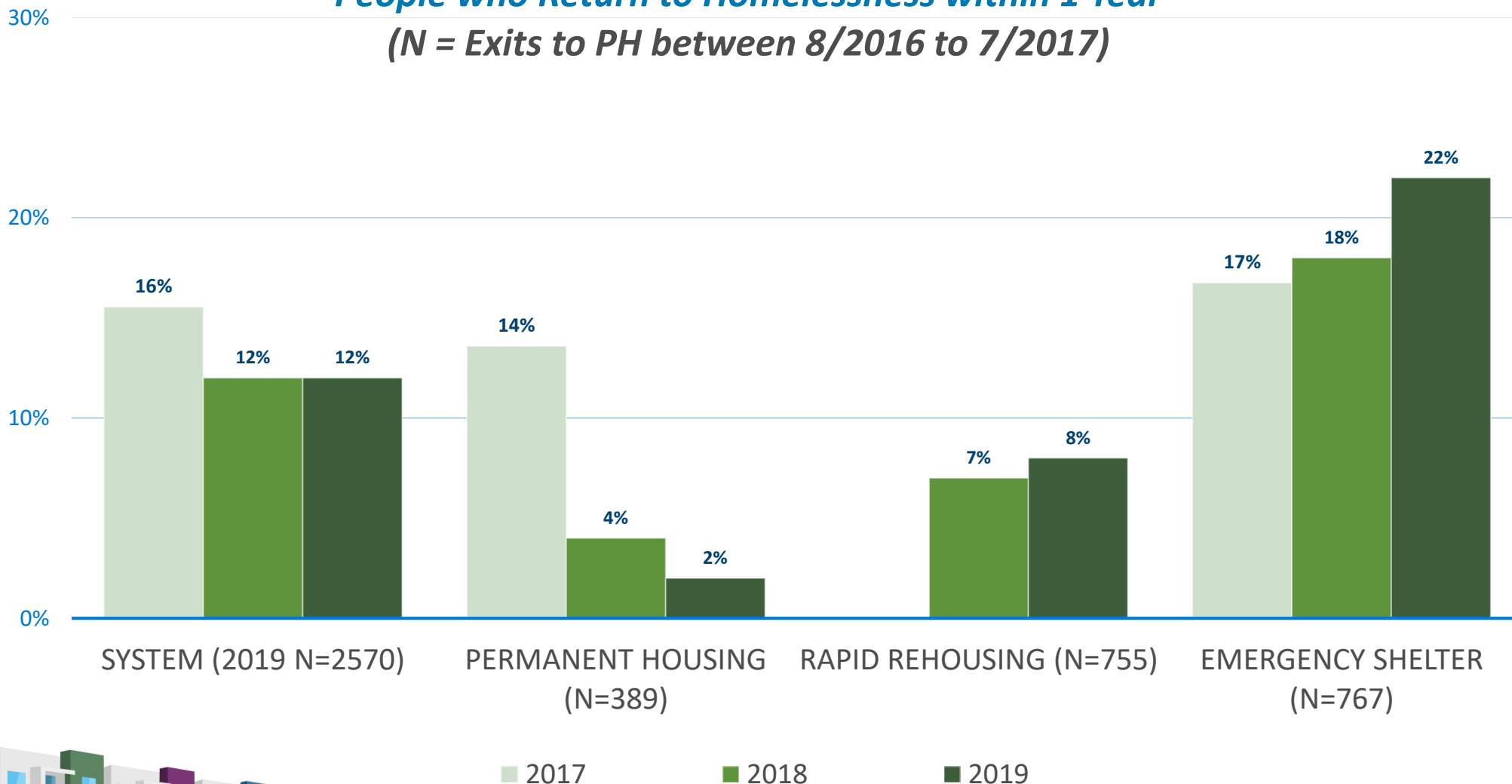
Ending Homelessness

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

Interim Housing
2%

Community Initiatives
4%

Encampment Abatement
11%

Housing Based Solutions
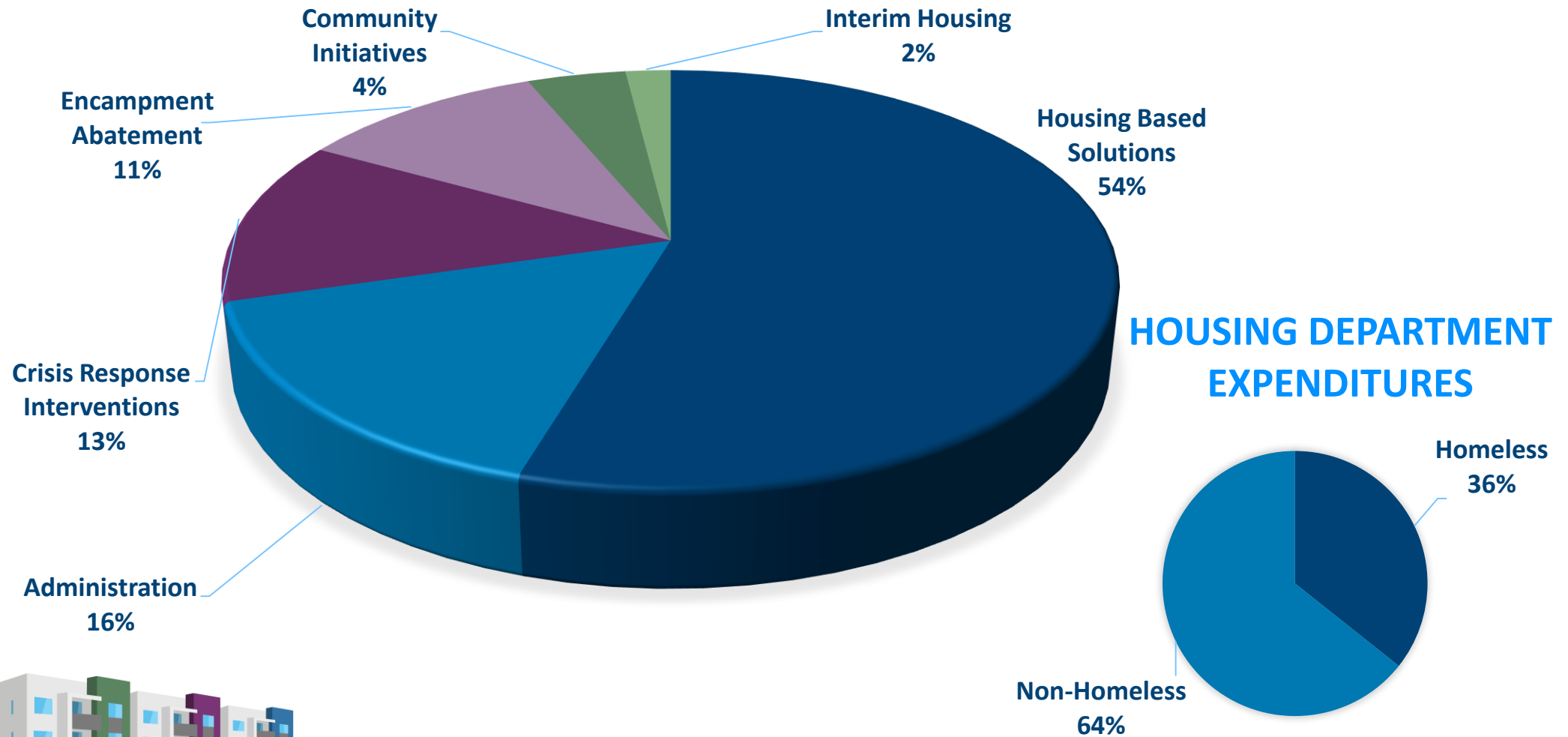54%

Crisis Response Interventions
13%

Administration
16%

HOUSING DEPARTMENT EXPENDITURES

Homeless
36%

Non-Homeless
64%

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
Total	$21,919,022	$15,649,700

Housing Based Solutions

Housing Based Solutions

3,308 PSH & Scattered Apartments

COUNTYWIDE	CITY INVESTMENT
▪ Funded **477** PSH/RR apartments (**423** in SJ) ▪ **$111** million in new commitments	▪ Funded **27** PSH apartments ▪ **$7.1** million

City of San Jose — Capital of Silicon Valley — Housing

Homeless Prevention

841 Households served Countywide

COUNTYWIDE	CITY INVESTMENT
- **$4.2 M** - **841** (456 San José Residents)	- **$750,000** - 113 San José Residents

Rapid Rehousing

1614 Households Served Countywide

COUNTYWIDE	CITY INVESTMENT
▪ **$16.5 M** ▪ **1347** San José Residents	▪ **$2.5 M** ▪ **157** San José Residents

A Rapid Rehousing Success Story

SO DANAE ASKED ME WHEN I FIRST MOVED IN

Interim Housing

Interim Housing

Crisis Interventions

Crisis Response Interventions

Crisis Interventions (shelter)

5,077 Households Served by Shelter Countywide

COUNTYWIDE	CITY
▪ **959 year round beds** ▪ **526 Seasonal beds** *(30% located in San Jose)*	▪ **90 seasonal beds** ▪ **$350k** ▪ **417** San José Residents

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
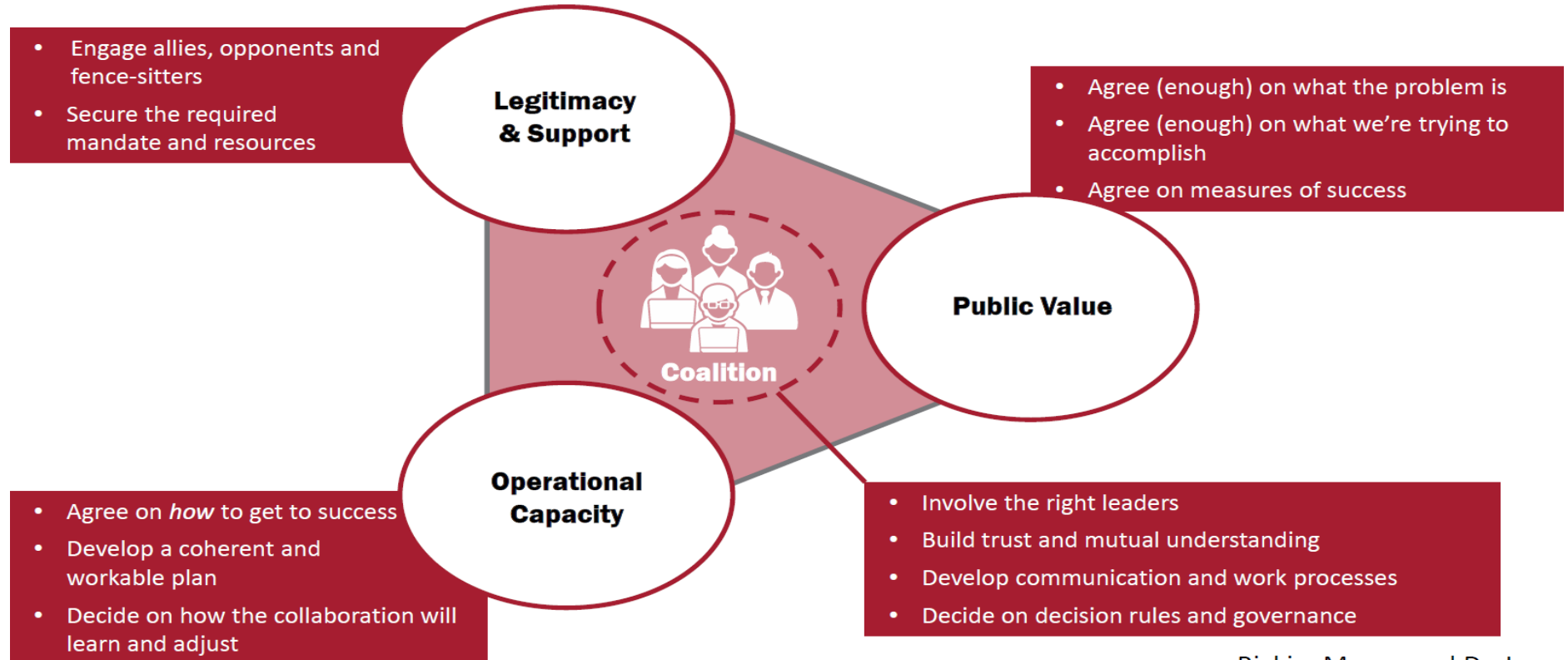 - Real estate broker service
- ⌂ Return to Council by end of year

Strategic Planning

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

Strategic Planning

Key Challenges for a Cross-Boundary Collaboration

- Engage allies, opponents and fence-sitters
- Secure the required mandate and resources

Legitimacy & Support

- Agree (enough) on what the problem is
- Agree (enough) on what we're trying to accomplish
- Agree on measures of success

Public Value

Coalition

Operational Capacity

- Agree on *how* to get to success
- Develop a coherent and workable plan
- Decide on how the collaboration will learn and adjust

- Involve the right leaders
- Build trust and mutual understanding
- Develop communication and work processes
- Decide on decision rules and governance

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

Planning Begins

Create Strategic Plan

2020

| 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
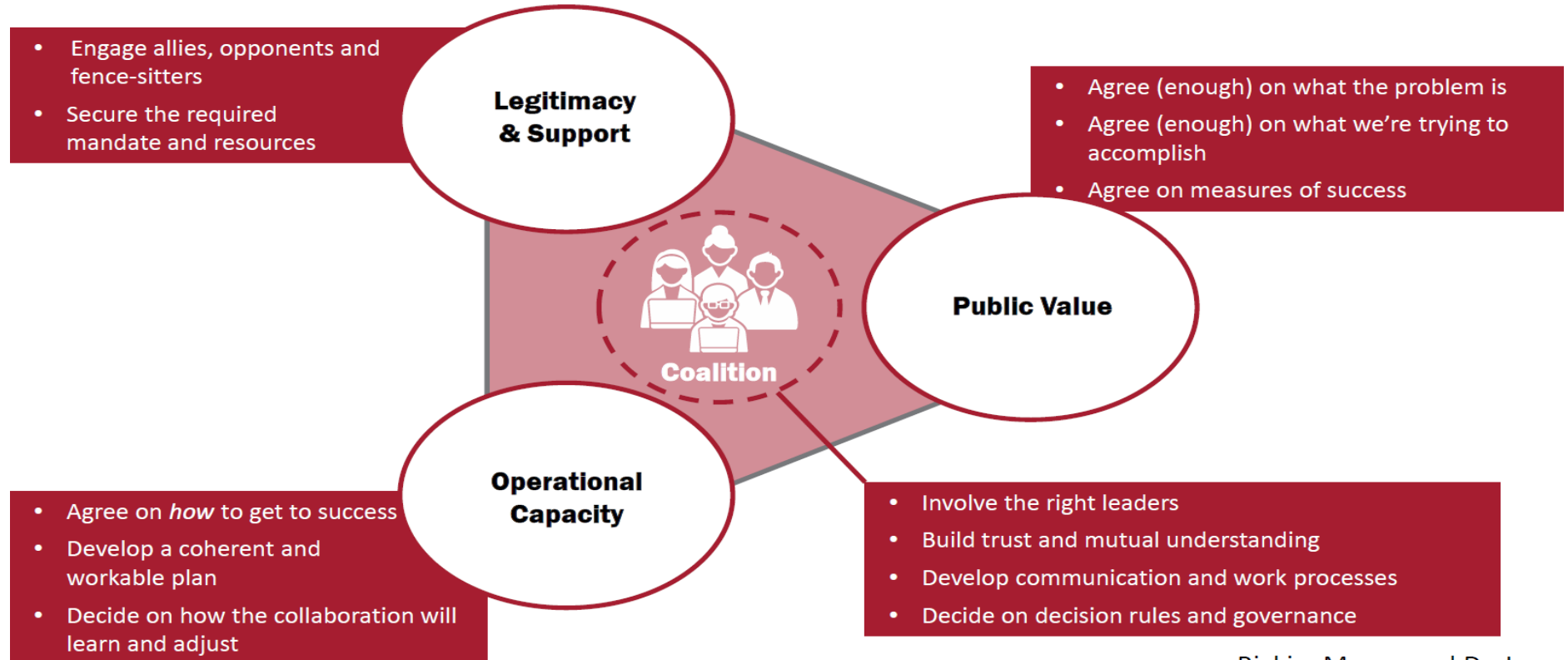- Housing and land use policy: City of San José Housing Department and Santa Clara County Housing Authority

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
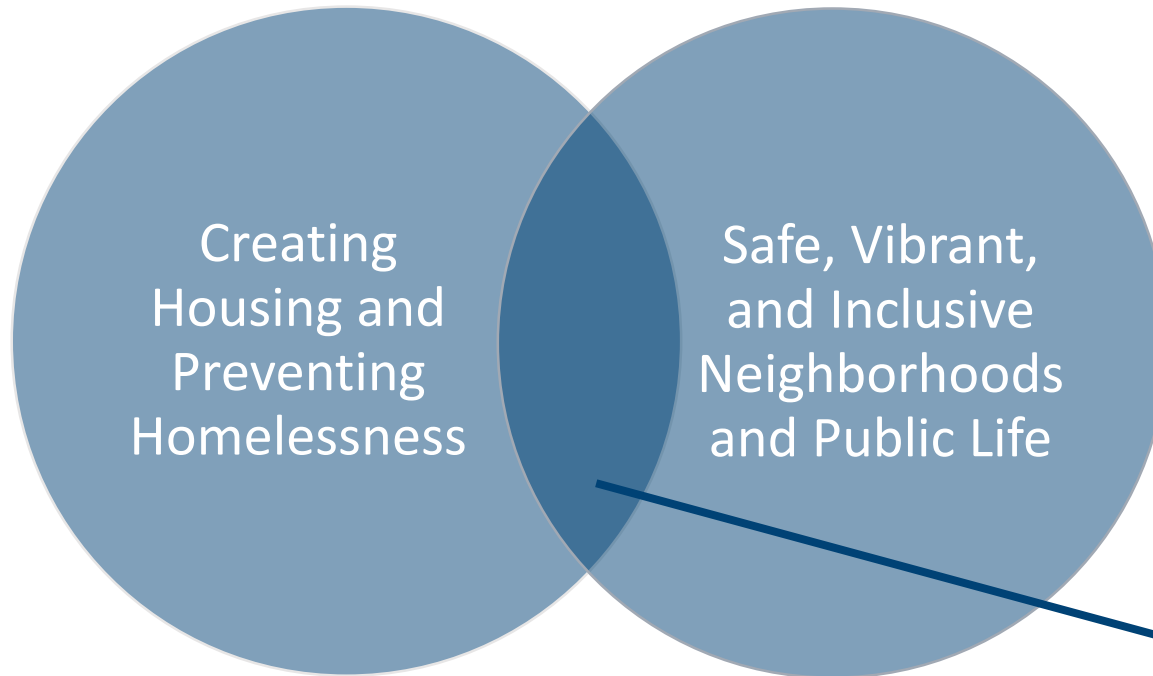
Key Challenges for a Cross-Boundary Collaboration

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Rivkin, Moore and De Jong

Strategic Planning

Point in Time ▸ Community Plan to End Homelessness ▸ Integration into City Enterprises

Bridging Internal Work

Creating Housing and Preventing Homelessness

Safe, Vibrant, and Inclusive Neighborhoods and Public Life
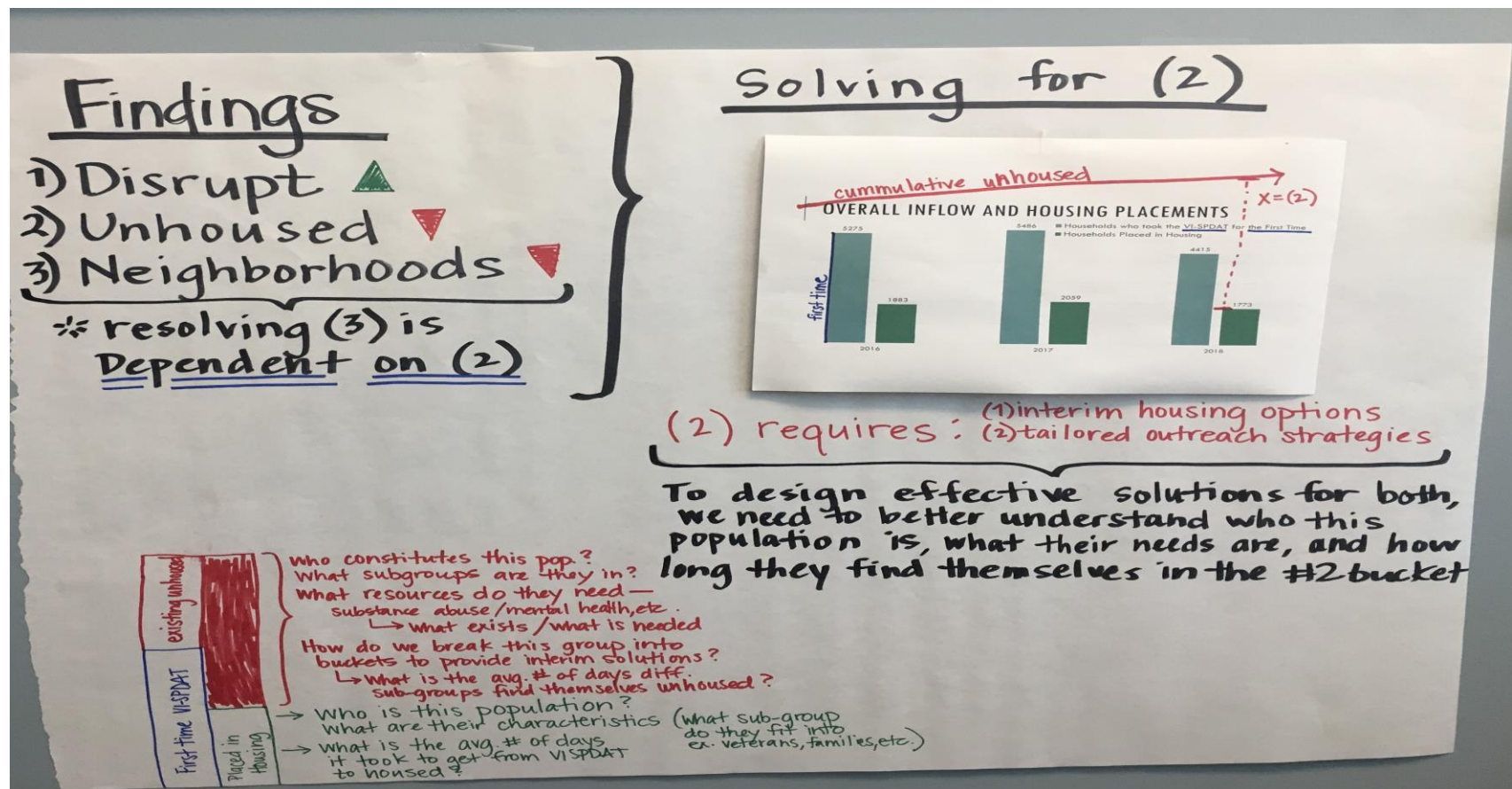
- Listening to Department Perspectives
- Gathering and Analyzing Data
- Improving Our Operations
- Centralizing Response at CSA Level

Bridging Internal Work

Accept the Annual Report on Homelessness for FY 2018-19

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