

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Jacky Morales-Ferrand
Jill Bourne
Jon Cicirelli
Jim Shannon

SUBJECT: SEE BELOW

DATE: October 17, 2019

Approved

Date

10/18/19

COUNCIL DISTRICT: 3, 6

SUBJECT: REVISE SHELTER CRISIS DECLARATION AND EXECUTE AN AMENDMENT TO THE AGREEMENT WITH HOMEFIRST SERVICES OF SANTA CLARA COUNTY TO USE HOUSING TRUST FUND AND HOMELESS EMERGENCY AID PROGRAM FUNDING FOR OVERNIGHT WARMING LOCATIONS DURING THE COLD WEATHER SEASON

RECOMMENDATION

- (a) Adopt a resolution declaring the continued existence of a shelter crisis in the City of San José pursuant to, and in accordance with, the provisions of California Government Code section 8698 *et seq.*, and designating the following two city-owned facilities to be occupied as Overnight Warming Locations by homeless individuals during the cold weather season:
 - (1) Bascom Community Center and Library (Center), 1000 S. Bascom Avenue, San José, CA 95128; and
 - (2) Roosevelt Community Center (Center), 901 E. Santa Clara St, San José, CA 95116.
- (b) Adopt a resolution authorizing the Director of Housing to negotiate and execute a First Amendment to the grant agreement with HomeFirst, retroactive to August 1, 2019, increasing the maximum total amount of compensation by \$1,134,180 from \$350,000 to \$1,484,180 to continue to implement the Overnight Warming Locations through June 30, 2020.
- (c) Adopt the following 2019-2020 Appropriation Ordinance Amendments in the Housing Trust Fund:
 - (1) Increase the Housing and Homeless Projects appropriation to the Housing Department in the amount of \$334,180; and
 - (2) Decrease Unrestricted Ending Fund Balance in the amount of \$334,180.

OUTCOME

The City Council's approval of this recommendation will provide 60 additional emergency shelter beds for homeless individuals each night during the cold weather season from November 1, 2019 through April 30, 2020.

BACKGROUND

San José's 2019 homeless census and survey found 6,097 persons experiencing homelessness in the City of San José, increasing 40% from the 2017 homeless census. Of the 6,097 people counted, 5,117 (84%) were unsheltered. The City of San José currently has a total of 849 emergency shelter beds for homeless individuals. The main purpose of an Overnight Warming Location (OWL) is to prevent death or injury related to exposure to the elements by bringing people inside during the cold weather months. Given the increase in our homeless community and lack of available shelter beds, staff is proposing to operate OWLs at two City locations every night for six months during the cold weather season.

The San José City Council first declared a shelter crisis on December 8, 2015, under California Government Code Section 8698, allowing the City to use publicly-owned buildings for temporary shelter. The City Council has declared a continued shelter crisis each year with the last declaration proclaimed on November 27, 2018.

During the cold weather season, October through April, the City coordinates with the Santa Clara County Office of Supportive Housing to increase the number of emergency shelter beds available in San José. The City contracts with HomeFirst to operate OWLs in City buildings. Previously, the City funded OWLs were only open during periods of inclement weather offering brief emergency shelter overnight when temperatures or a combination of precipitation, including wind and temperature, became severe. Over the last three seasons, 3,794 individuals accessed shelter and services during the more than 80 days of OWL activation in San José.

This memo details the proposed program changes that increase OWL operations from inclement weather only, to a nightly operation at two City locations during the entire cold weather season. This program capacity increase is funded by a recent one-time grant from the State of California ("State") called the Homeless Emergency Aid Program (HEAP). The grant provides an opportunity to fund crisis response strategies such as additional emergency shelter beds, homeless prevention, and essential services. On November 8, 2018, the Neighborhood Services and Education Committee discussed the HEAP grant and a preliminary expenditure plan. The Committee recommended that the City: 1) prioritize HEAP spending on essential services and temporary shelter opportunities; and 2) prioritize programs that could quickly accommodate the greatest number of participants to meet the urgent need of San José's unsheltered population. On November 27, 2018, the City Council approved the proposed expenditure plan for HEAP which included expanding the capacity of the OWL. Housing Trust Fund resources will also be used to fund the maintenance and management of the showers, as well as costs associated with storing belongings left behind by OWL participants. These additional costs respond to recommendations received by the public at community meetings.

ANALYSIS

Shelter Crisis Revision

The Shelter Crisis Act, California Government Code Section 8698 et seq, allows a city to declare a state of emergency due to a shelter crisis, and such a declaration allows the City to suspend certain regulations and standards of housing, health or safety to the extent strict compliance would prevent, hinder, or delay mitigation of the shelter crisis. It also provides that any city may allow homeless persons to occupy designated public facilities for the duration of the state of the emergency. To declare a shelter emergency, a city must find that a significant number of persons are unable to obtain shelter, resulting in a threat to their health and safety. On any given night, there are 849 shelter beds available Citywide, however, approximately 5,117 homeless people are unsheltered. This gap between shelter beds available and total number of unsheltered people constitutes the reason for the City's declaration of a shelter crisis state of emergency.

Given the lack of available shelter and housing to meet the needs of the existing homeless population, department staff recommends that the City Council revise the shelter crisis declaration to operate OWL every night during the cold weather season from November 1, 2019, to April 30, 2020, at two locations:

- a. Bascom Community Center and Library (Center), 1000 S. Bascom Avenue, San José, CA 95128; and
- b. Roosevelt Community Center (Center), 901 E. Santa Clara St, San José, CA 95116.

Previously, the City funded OWLs were only open during periods of inclement weather offering brief emergency shelter overnight for a set period of time when temperatures or a combination of precipitation became severe. Activating the OWL only during inclement weather was inconsistent and, more importantly, difficult for homeless persons to know when they were open. It also posed operational challenges for the Public Library (Library) and Parks Recreation and Neighborhood Services (PRNS) staff to plan and prepare based on daily weather conditions.

OWL Site Selection

OWL locations are selected based on: 1) proximity of known concentrations of homeless populations living outdoors in potentially unsafe and exposed areas; 2) site accessibility and layout; 3) accessible restroom and/or shower facilities; and 4) access to additional nearby supportive services and public transportation. The Housing Department partnered with Library and PRNS staff to evaluate the City-owned library and community center sites for the program expansion. The analysis concluded with a recommendation to operate at only two sites. This represents a change from previous cold weather seasons when the OWLs were typically activated at four City locations. Activating two locations nightly will be a significant program change and a higher cost to operate due to the service increase discussed later in the report. Based on high utilization in previous OWL seasons and access to nearby services, staff determined that Roosevelt Community Center and Bascom Community Center and Library would be the best sites to provide nightly shelter during the cold weather season. Bascom and Roosevelt Community Centers were used last winter for OWLs during inclement weather and

both sites operated at full capacity during each activation. Each Center has the capacity to serve up to 30 individuals per night.

OWL Coordination and Program Changes

The logistics of operating an OWL in City-owned buildings requires close coordination and communication across multiple departments. The Housing Department collaborated with staff from the Library, PRNS, Planning, Building, and Code Enforcement (PBCE), Fire, Public Works and Police Departments to prepare buildings and manage the program. Discussions between the Library, PRNS, and Housing Department staff about moving the OWLs to nightly activation during the cold weather season raised several opportunities for increased coordination and clarifying roles and responsibilities. It also highlighted the need for increased resources at the two program sites to support both on-site daily operations and the surrounding neighborhoods.

Several program changes are being proposed based on community feedback, staff feedback from previous OWL seasons, as well as inter-departmental discussions. Feedback from community meetings, for instance, greatly impacted the decision to enhance services for the OWL participants, as well as the need for increased communication and coordination between City staff and the neighboring communities. Below is a description of issues that were identified and how they are being addressed in program modifications:

- **Maintenance & Janitorial:** Staff identified the need for additional building maintenance and janitorial services resulting from increased facility utilization.
 - Daily janitorial services will be added to the HomeFirst contract and budget to provide daily sanitization of shared facilities utilized by OWL participants, including showers at both sites.
 - Perimeter checks will be conducted each morning by HomeFirst staff to identify and store personal belongings left behind by program participants.
- **Services:** Homeless individuals already actively use both locations during the day. With the increased OWL programming, staff anticipates a need for daytime services for homeless individuals, including case management by a professional trained in de-escalating conflict and who can connect homeless individuals to services. In response to community member feedback regarding basic needs assistance, several new services are being added for OWL participants, including:
 - A HomeFirst case manager will be placed at both Centers during daytime hours to provide connections to services. The case manager is also trained in de-escalation and will be a resource for PRNS and Library staff who may need assistance in handling any challenging customers.
 - Onsite showers at both Centers will be available for OWL participants during OWL program hours and managed by HomeFirst staff.
 - Packaged meals will be offered to all OWL participants.

- Security: Staff determined additional security would be needed in anticipation of any increased loitering onsite or violations of the PRNS or Library codes of conduct.
 - Nightly security services will be provided at both locations and will be funded in the HomeFirst contract.
 - PRNS staff also added daytime security at each location during 2019-2020. Additional security will be added at each site to cover the gap between daytime security (typically an 8-hour shift) and the times when OWL security will be on duty.
- Storage: Center staff reported that during previous OWL operations, personal belongings were often left behind.
 - Staff from the Housing Department and HomeFirst will work with staff at both sites to address storage needs for items left behind by program participants. HomeFirst will provide a storage container(s) to serve as a lost and found to store belongings for OWL participants for up to 30 days. HomeFirst will be responsible for checking each Center every morning, both the interior and exterior, to collect any items left behind. A second storage container will be used to store program supplies, including mats and bedding, at both Centers.
- Referral Based Service: To minimize impact to the daily operations of each Center, such as long lines of people waiting for a bed, this year's OWL program will be referral based. Long lines of people queueing for a bed was a specific concern raised by both PRNS and Library staff and the community. A referral-based program will assist homeless people by providing them certainty. It will also help address the potential for queues at each facility in the evening hours, often when they are in peak utilization by the community. Participants must be referred for an OWL bed through HomeFirst outreach or the onsite case manager. Each referral is for sixty days and will be renewable based on certain criteria. Consistent with Council direction, unsheltered individuals who stay close to Bascom Community Center and Library during the non-cold weather months will be prioritized for referrals.

HomeFirst has an Operations Manual, which provides details on all responsibilities related to the OWL program, including but not limited to procedures for referrals, storage, and case management. A desk guide has been provided for onsite Center staff that outlines step by step processes in response to frequently asked questions about OWL.

Operating OWLs nightly for six months with minimal or no impact to the regular services and programs conducted at these Centers will require ongoing and regular communication between staff from PRNS, Library, Housing Department, and HomeFirst. The OWL at both sites will operate from 9:00 p.m. to 8:00 a.m. when the facilities are typically closed to the public. Prior to the start of the OWL, Housing Department staff will provide trainings for staff at the Centers that will include various topics including a general overview on homelessness as well as OWL protocols. Once the OWLs begin, monthly meetings will be held with supervisors and their staffs from each site, the Housing Department, HomeFirst, the Council Districts, and representatives from both the respective neighborhood associations, as well as nearby businesses, schools and/or other stakeholders. These monthly meetings will provide a forum to discuss daily operations,

community concerns, successes, and any other issues that may arise. Additional meetings may be organized based on community feedback. Finally, site supervisors will have daily access to Housing Department staff to help address any crucial issues that need immediate attention.

OWL Contract and Operations Agreement

The Housing Department is recommending an amendment to the current OWL agreement with HomeFirst without creating a new Request For Proposal (RFP) for a number of reasons. First, the NSE committee feedback was to prioritize HEAP spending on prevention, essential services, and increasing shelter opportunities. The Housing Department identified the OWL as an existing shelter program that is heavily used and could be modified with HEAP funding to accommodate a greater number of participants.

Second, the NSE Committee prioritized programming that does not require a procurement process to implement strategies quickly. By utilizing HEAP funding to execute an amendment to the OWL agreement with HomeFirst, the City will provide shelter to 60 individuals each evening through April 2020. The Housing Department recently completed a procurement process for these services. In September 2018, the Housing Department issued a RFP for a Crisis Response Program inviting nonprofit organizations to operate an OWL during inclement weather. The RFP process resulted in one proposal to operate the OWLs submitted by HomeFirst. The proposal was reviewed and successfully rated based on standard evaluation criteria including the strength of its program description and design, organizational experience and capacity, budget, goals, and outcomes. On November 27, 2018, the City Council approved the request to fund HomeFirst to operate the OWLs with funding from the Housing Department's Housing Trust Fund in the amount of \$350,000 through the 2018-2019 cold weather season. The term of the initial agreement was December 1, 2018, through June 30, 2019, and covered 41 nights of shelter.

Finally, while the frequency of services for the OWL requested in the RFP differs from what is being proposed in the amended agreement, HomeFirst is the most experienced organization to operate the program and was the sole respondent to the RFP. HomeFirst is the largest emergency shelter provider in Santa Clara County, operating both year-round and cold weather shelter programs. HomeFirst's Boccardo Reception Center has 250 nightly shelter beds, and the North County Shelter in Sunnyvale has 175 nightly shelter beds. To move as quickly as possible, extending the current OWL agreement with HomeFirst is the preferred option over releasing another RFP which could most likely result in the same outcome. The Housing Department will release a new RFP for the OWL operations for the next fiscal year.

The proposed amended agreement with HomeFirst will look similar to the current agreement in place with the exception of the number of nights of operation, increasing from 41 nights to 184 nights. HomeFirst will be responsible for providing the following:

1. Access to restroom facilities and showers.
2. Provision of packaged meals.
3. Site set up, supervision, and clean up.
4. Security services to be provided by subcontract with a professional and established agency at each site.

5. Daytime case management services.
6. Janitorial services to be provided by subcontract to clean each room utilized for the OWL in the morning so that the sites are returned to regular programming without interruption or delay.
7. Concerns related to the OWL program that are identified by Library or PRNS staff will be addressed within the same business day by HomeFirst or Housing Department staff.
8. Bus tokens and shuttle service transportation for the OWL participants.
9. Survey participants to ensure high quality services and customer satisfaction at each site.

EVALUATION AND FOLLOW-UP

As described in the Supplemental Memorandum for the Annual Homeless Report, the Administration is placing special emphasis on evaluating and improving communication, coordination, and collaboration efforts between departments, and especially with programming aimed to support homeless populations while addressing the impacts of homelessness in neighborhoods. The Administration's efforts around purposefully designing programming to achieve a high-quality delivery of service are grounded in three objectives:

- Listening to Department Perspectives
- Gathering and Analyzing Data
- Improving Our Operations

Much of the program design modifications described in this memo are a direct result of engaging our internal stakeholders (staff from PRNS, Library, Housing, Police, Public Works and CMO) to ensure that program design accounts for the strengths and weaknesses identified in previous iterations of service delivery. To meet the Administration's two other objectives, which together contribute to continuous systems improvement, staff is finalizing a program dashboard that will inform departments of any program modifications needed as the program is operating. The dashboard framework consists of three categories: People/Program, Neighborhood, and Facilities; a draft of the framework is reflected in Attachment C.

Understanding that expanding the scope of programming may place added stress on a neighborhood or a facility, the Administration is enhancing levels of service to maximize the performance of its programming. As the program is operating, the interdepartmental team will meet to review the dashboard metrics and determine if additional services are required to mitigate any changing circumstances in the surrounding neighborhood. The program dashboard will also include a neighborhood satisfaction metric to ensure that the program is serving its direct clients (homeless individuals) while listening, and being responsive, to neighborhood needs.

The results of the OWL program will be reported at the City's Neighborhood Services and Education Committee during a report on HEAP activities.

As a condition of receiving the State grant funds, the City is required to provide State reports regarding the number of families served, and the types of services they received until all funds have been expended by the June 30, 2021 deadline. These reports will be posted to the Housing Department's website.

PUBLIC OUTREACH

On August 15, 2019, the Housing Department, in collaboration with SJPD and PRNS, held an informational community meeting at Roosevelt Community Center. There were three (3) people in attendance which voiced no opposition to the OWL program at Roosevelt. Additionally, Housing Department staff attended the Roosevelt Neighborhood Association meeting on August 20, 2019, and the feedback was focused on health and safety due to increased programing at the site, specifically around the need to secure protocol for "in and out" privileges during OWL overnight hours. On August 22, 2019, the Housing Department, in collaboration with SJPD, PRNS and Library staff, held an informational community meeting at the Bascom Community Center and Library where 11 people were in attendance. There were questions and feedback about the OWL impact on operations, revenue for PRNS and Library, the need for more services for homeless individuals, and public safety concerns. See **Attachment A** for a summary of this meeting. Finally, on September 19, 2019, the Housing Department coordinated with the Council District, PRNS, Library and SJPD to conduct a follow-up community meeting at Bascom Community Center and Library to address feedback from the meeting in August. See **Attachment B** for a summary of this meeting.

This memorandum will be posted on the City's Council Agenda website for the October 29, 2019 City Council Meeting.

COORDINATION

This memorandum was coordinated the City Attorney's Office.

COMMISSION RECOMMENDATION/INPUT

The Homeless Emergency Aid Program funding opportunity was presented to the Housing and Community Development Commission on October 11, 2018. The Commission supported the use of funding on the primary categories of: 1) temporary and interim housing operations; 2) temporary and interim housing capital needs; 3) essential services and basic needs; and 4) prevention and shelter diversion.

COST SUMMARY/IMPLICATIONS

Most of the costs described in this memorandum (\$800,000) will be funded by a \$11,389,987 Homeless Emergency Aid Program (HEAP) block grant received from the State of California to enable local governments to respond to homelessness. By June 30, 2021, HEAP funds must be fully expended. All HEAP funding is received and budgeted in the Multi-Source Housing Fund. In response to feedback received in the public outreach process, the recommended action includes the allocation of \$334,180 from the City's Housing Trust Fund to supplement costs not covered by HEAP, including the maintenance and management of a shower program for OWL participants.

The cost for security managed by PRNS staff to cover the gap between normal daytime security operations and OWL security is estimated at approximately \$35,000. This cost will be funded by the new Community Plan to End Homelessness – Quality of Life and Healthy Neighborhoods City-Wide appropriation (total appropriation amount of \$1.5 million). This appropriation will be established with the approval of the 2019-2020 appropriation actions included in the 2018-2019 Annual Report scheduled for review by the City Council at its meeting on October 22, 2019.

BUDGET REFERENCE

The table below identifies fund and appropriation proposed to fund the actions recommended as part of this memorandum.

Fund #	Appn #	Appn. Name	Total Appn	Requested Budget Action	Amt. for Contract	2019-2020 Proposed Operating Budget Page*	Last Budget Action (Date, Ord. No.)
448	205Y	Crisis Response Interventions	\$3,289,987	\$0	\$800,000	X-67	6/18/2019, 30286
440	2453	Housing and Homeless Projects	\$1,262,000	\$334,180	\$334,180	X-45	6/18/2019, 30286
440	8999	Unrestricted Ending Fund Balance	\$566,864	(\$334,180)	N/A	X-45	6/18/2019, 30286

*The 2019-2020 Proposed Operating Budget was adopted by City Council on June 18, 2019.

HONORABLE MAYOR AND CITY COUNCIL

October 17, 2019

Subject: Shelter Crisis Revision and Overnight Warming Locations During Cold Weather Season

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CEQA

Categorically Exempt, File No. PP18-093, CEQA Guidelines Section 15301, Existing Facilities.

/s/

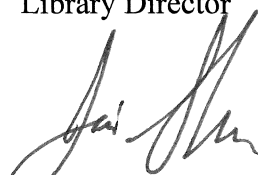
JACKY MORALES-FERRAND
Director, Housing Department

/s/

JILL BOURNE
Library Director

/s/

JON CICIRELLI
Director, Parks, Recreation and
Neighborhood Services



JIM SHANNON
Budget Director

For questions, contact Kelly Hemphill, Homelessness Response Manager, at (408) 975-4483.

Attachment A: Summary of August 22, 2019 Public Meeting

Attachment B: Summary of September 19, 2019 Public Meeting

Attachment C: Dashboard

Attachment A

OWL Informational Meeting
Thursday, 08/22/2019
6:00pm-7:00pm
Bascom Community Center & Library

Participant Questions & Feedback

Operations/Programming

- Where in Bascom Center will OWL operate and will waiting queues be allowed outside? If so, how will lines be managed?
- Who's the point of contact for OWL if there are questions or concerns?
- Is HomeFirst responsible for perimeter checks?
- What are the requirements for HomeFirst as operator? Will staff be dedicated?
- Will onsite showers be available? If OWL operates daily, there should be support with showers.
- Will there be actual beds or mats?
- Services are offered but not required? What do homeless people do during the day?
- Will there be food? It would be good to see something nutritious provided.
- There is a vested interest from Friends of Bascom Library because there are two book sales during the same time OWL will operate. Friends of Bascom would like to work with the Department to make sure the schedule works and there is better coordination.
- There are concerns about the café and the tenants, Mexico Bakery, succeeding. Don't want OWL to negatively affect café since there will be two hours of overlap from when the café opens and when OWL shuts down.
- There has been an increase in homeless individuals utilizing the library; it has become problematic for Library staff because there is a need for additional staff. It's important to monitor the effect of an increase of homeless individuals has on library patrons.
- Why is Bascom a prime site for OWL and not safe parking? How did you determine program feasibility at this site?

Communications/Outreach

- Did you have focus groups or seek input from homeless?
- Can Housing provide follow up prior to the Council meeting?
- I was not aware of the meeting, did not receive a flyer and found out from Bascom staff. Need more outreach.
- The meeting isn't on the City website.
- Bring neighborhood associations to the table and incorporate their feedback.
- You should have invited homeless advocates.
- You need to coordinate with the County.

Attachment A

- Emmanuel Luther Church Breakfast and lunch, that's where the population of regulars go to and Housing should reach out to the. Thursday from 9-1pm at the church on Moorpark and Leigh.

Public Safety

- Will the security guard currently at Bascom be in charge of security for OWL?
- What is the criteria to be night time security guard? Recommend paying extra money for security.
- Are you coordinating with SJPD? Will there be a higher presence of SJPD with this program?
- Do you collect information on the individuals who utilize OWL? Do you keep track of predators? Interested to know because of schools in the area.
- How will you monitor population?
- Make sure the program is accommodating and takes care of homeless.
- Any chance we can make contact with the Sheriff's Office?
- We've had issues in the parking lot and when I've called SJPD in the past, there has been no response. Calls are not a high priority.
- There are drug sales, doesn't get immediate attention. Can we call Housing to address since SJPD doesn't answer?
- Watched someone in need, and there was no response from SJPD when I called. Can you provide a contact we can call if there is an issue?

Budget

- This is the neighborhood's only public facility. It is a revenue generator. PRNS & Library shouldn't be penalized because Bascom is underutilized because of OWL. Housing should offset lost revenue.

Attachment B

OWL Community Meeting
Thursday, 09/19/2019
6:30pm-8:00pm
Bascom Community Center & Library

Participant Questions & Feedback

Operations/Programming

- If the program is referral only, what happens when there's an emergency and homeless individuals are turned away?
- If the program is referral only, this means there is no emergency plan. How do homeless people get anywhere else if turned away by OWL?
- Bad to have referrals only. Not sure how advocates can help spread the word to homeless individuals who have emergency needs.
- Referral only is another barrier.
- Need to revisit program end time. Time is not the best choice. Kids in the area already don't feel comfortable walking alone on the streets because of people around who are drinking and loitering. Take a look at the time kids are going to and leaving school.
- 9pm is still too late to get to the program.
- What's going to happen when program capacity reached?
- What is the plan for participants who cannot stay?
- Are vouchers still an option?
- Clients aren't going to be in a mental state where they want to sleep closely to others. It's disrespectful to the people who use the program.
- Need to make sure facility is cleaned for kids and families who often touch everything at the library.
- Need to have hazmat services, a direct line and prompt response.
- Important to have hot food.
- Services will be a magnet, attract homeless.
- Want Hygiene services 2-3Xs a week.
- Facility showers are not sufficient.

Communications/Outreach

- Wish Department would've talked to the community sooner. It's disrespectful to ask last minute.
- All the problems in the neighborhood existed before the program. OWL is a solution to pre-existing problems. It needs to be done.
- Appreciate the City came back a second time. CSJ being responsive to concerns. It's a balancing act. I think the community group will be helpful.

Attachment B

- Where are people sleeping? People should be put in the gym.
- OWL should be at other facilities.
- Need the County to help with services; BOS Ellenberg wants to help.
- Homeless individuals breaking into staff parking, fighting, causing fires, feces and needles left in the parking lot
- Nightly homeless encampments
- Littering on property and some break ins
- Friends of Bascom Library submitted 15 Point proposal and wants answers to each question
- Want to make sure Mexico Bakery tenant is successful.
- Need better communication system to alert folks about available shelter.
- Want to see HomeFirst contract to hold people accountable.
- Is there an operations manual?
- Want stats on the impact the program will have facility.
- Are there data collection requirements?
- Current neighborhood problems will be exacerbated.
- OWL stats are misrepresented; 1st year program was not at capacity.
- It doesn't make sense that we're reducing number of OWLs yet saying we have more resources.
- Will this program stay here permanently?
- Will this be evaluated later on?
- Will the program be at a different facility next year?

Public Safety

- 24 Hour security?
- For paid security, what hours will they be present?
- Will security be available to neighboring businesses? What are the parameters?
- Security during the day not adequate. Security needs to be fit, current security guard not adequate.
- There is a gap in PRNS and SJPL security.
- Don't want to compromise safety of employees.

Budget

- Who Funds you? What umbrella?

SITE LOCATION:

ADDRESS:

NEIGHBORHOOD:

DISTRICT:

PROGRAM (S):

PROGRAMMING PERIOD: November 1, 2019—April 30, 2019

PROJECT COST:

OTHER DETAILS:

>>> DRAFT <<<

ATTACHMENT C

EXAMPLE ENHANCED SERVICES

PEOPLE/ PROGRAM

Services as described in program description, including:

- 30-Bed capacity per site (Referral Based)
- Daily case management available on site
- Security on site
- Daily onsite showers available with daily janitorial services
- Packaged meals for all participants
- Storage container for lost and found participant items

An important new component to interim housing or emergency services will be to include a mechanism for conflict resolution (an early warning system) between departments, neighborhoods, and outside entities. This will take the form of regularly scheduled meetings with all parties.

EXAMPLE PROGRAM METRICS

PEOPLE/ PROGRAM

BASELINE

MONTH

MONTH

MONTH

▲ Prev Mo

Bed Utilization Rate
% Of Clients from Neighborhood
Avg. Length of Stay (Days)
Case Management (Service Transactions)
Of People On Waitlist
Participant Satisfaction
Of Incidents Recorded (HomeFirst)
Of Incidents Recorded (Security)
Of Reservations Revoked

NEIGHBORHOOD

Examples of enhanced program services include:

- Trash reduction/ litter pick up around surrounding neighborhood
- Illegal dumping sweeps
- Trash reduction for RVs as needed
- Increased security in the surrounding neighborhood
- Increase of dumpsters as needed
- Regularly scheduled abatements/posting
- Outreach to occupied vehicles
- Lighting Issues

NEIGHBORHOOD

BASELINE

MONTH

MONTH

MONTH

▲ Prev Mo

DOT—Vehicle Abatement Service Requests
ESD—Illegal Dumping Service Requests
Housing—# of Calls to Homeless Concerns Line
Housing—Community Satisfaction Survey
Housing— Resident Complaints
Fire—Calls for Service
Police— Calls For Service
Police—Self Initiated Activity

FACILITY

Examples of enhanced program services include:

- Increased trash bins in the exterior
- Power washing exterior
- Reservation of capital dollars for increased work orders
- Increased maintenance
- Security during non program hours

FACILITY

BASELINE

MONTH

MONTH

MONTH

▲ Prev Mo

DPW—# of work orders
PRNS—Revenue Target
PRNS—# of Reservation Cancellations
PRNS—User Complaints
Library—User Complaints