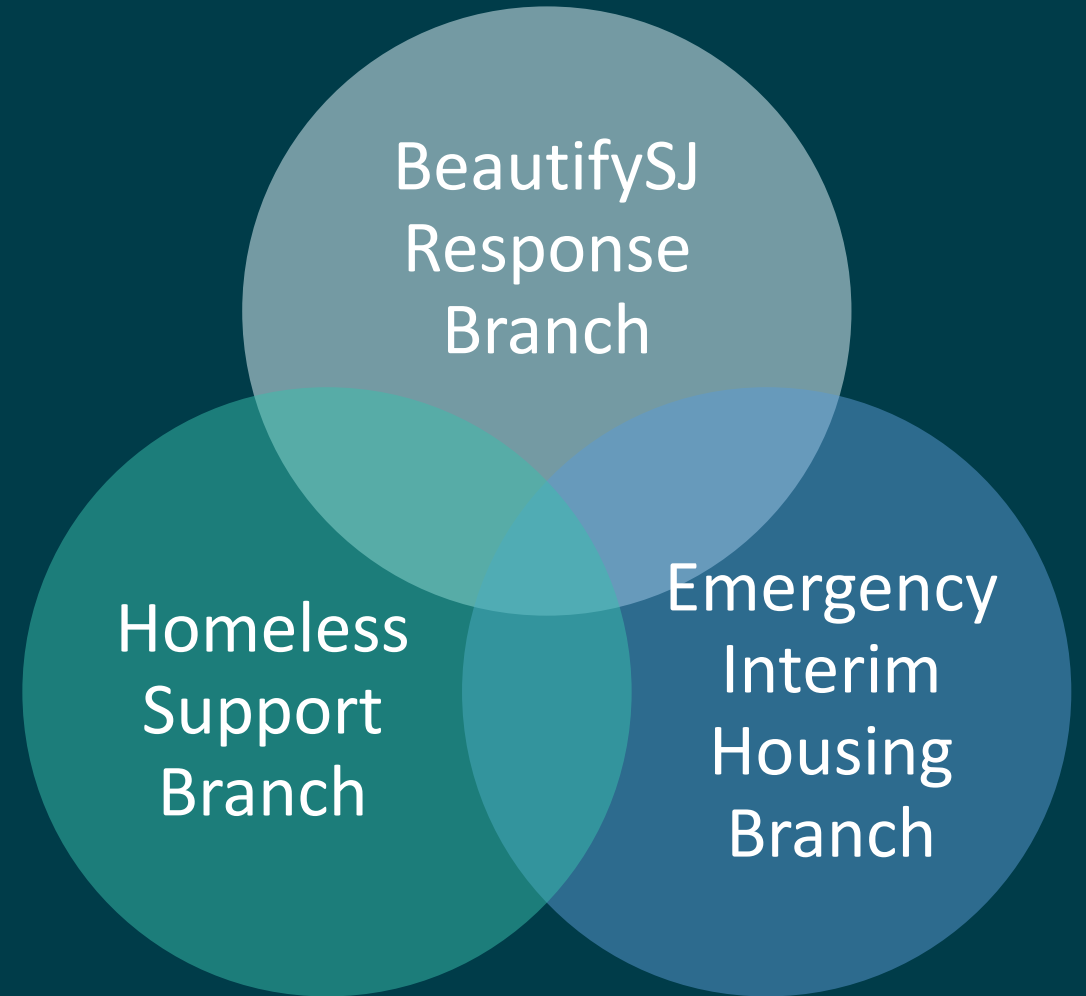


# BeautifySJ Study Session

December 4, 2020



Responding to Intersecting Crises  
(Trash/Debris, Shelter, Pandemic)

# Study Session Agenda

1 Introduction &  
Context Setting

3 Service Model 1.0  
Current Trash, Debris  
& Blight Response

2 Beautify SJ  
Background

4 Service Model 2.0  
Long Term Strategy,  
Service Models, &  
Resource Needs

Purpose

Status Report 1.0 and Long-Term Service Model 2.0

# BeautifySJ: A Community Initiative

- Launched 2017
- Initiative to unite community; reclaim public spaces
- Organize volunteers to remove trash (streets, waterways, parks)







Initiative has grown to include illegal dumping, graffiti/murals, vehicle abatement, landscape maintenance, encampment management and trash pickup, creek cleanups ...





# Realities Impacting Workload



Illegal dumping reports  
**increased by 52%**  
between 2017 & 2019



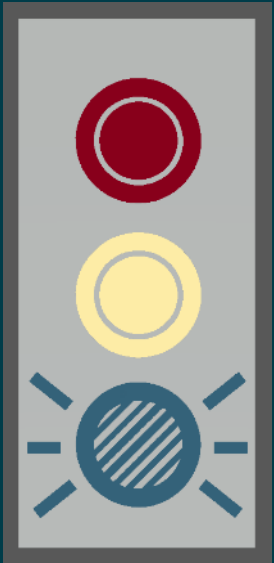
**5,117** unsheltered  
residents in 2019, an  
**increase of 58%** since 2017



Graffiti removal **increased  
by 26%** between FY 16/17  
& 18/19

# Complicating Factors Exacerbated by COVID-19

## Public Health Order and Guidance had Major Program Impacts in March



### Services Continued

- Priority 1 Illegal Dumping (ROW Blocking Street/Sidewalk)
- Anti-Litter/Graffiti
- Free Junk Pick Up/ Public Litter Cans
- Landscape Median Maintenance



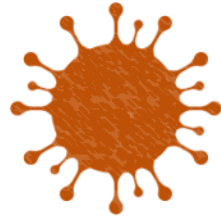
### Services Suspended

- Most Illegal Dumping (RAPID)
- SJ Bridge
- Vehicle Abatement
- Encampment Abatements
- Dumpster Days
- BeautifySJ Grants
- Neighborhood Beautification
- Cash for Trash



Several conditions  
in 2020 made this  
work exceptionally  
challenging

Responding under unprecedented pandemic conditions,  
poor air quality from historic wildfires, and cleanup  
required from social protests



Major coordinating efforts required to address other  
Agency trash/blighted sites; each with different approaches  
to homelessness, and insufficient resources



1 Introduction &  
Context Setting

3 Service Model 1.0  
Current Trash,  
Debris & Blight  
Response

2 BeautifySJ  
Background



4 Service Model 2.0  
Long Term Strategy,  
Service Models, &  
Resource Needs



# BeautifySJ

## WHAT?

- Address ongoing blight complaints – litter, trash, illegal dumping, graffiti, and public property conditions

## WHEN?

- Initiative launched February 2017 by Mayor

## HOW?

- Partnering with residents and other government entities

## GOALS?

- ✓ Resident Activation
  - ✓ Leverage Resources
  - ✓ Sustainable Efforts







# Anti-Litter/Anti-Graffiti Program

## Anti-Graffiti FY 2019-20

### City Property

- Abated 2,529,388 sq. ft. (9% increase from prior year)
- Installed 8 murals in graffiti hotspots
- Abated 96,286 sq. ft. of protest-related graffiti

### Non-City Property

- Coordinated abatement of 1 million sq. ft.
- Coordinated removal of graffiti from over 1,600 private properties



# Anti-Litter/Anti-Graffiti Program

## Anti-Litter FY 2019-20

*Program services heavily impacted by Shelter in Place*

### Neighborhood Dumpster Day Program

- Coordinated 61 dumpster day events
- Collected over 600 tons of debris

### Neighborhood Volunteers (restarted Nov 2020)

- Coordinated 375 litter pickup events in neighborhoods
- 32,000 volunteer hours dedicated to beautification
- Program restarted November 2020

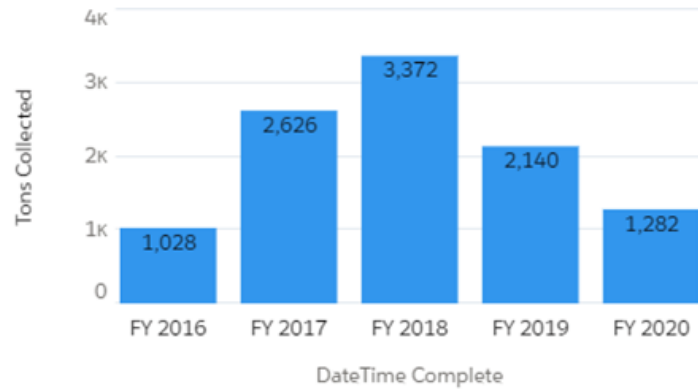
### SJ Bridge (restarted mid-May – early June 2020)

- Employing currently and formerly homeless residents (Downtown Streets Team/Goodwill Industries)
- Litter removal at ~70 sites



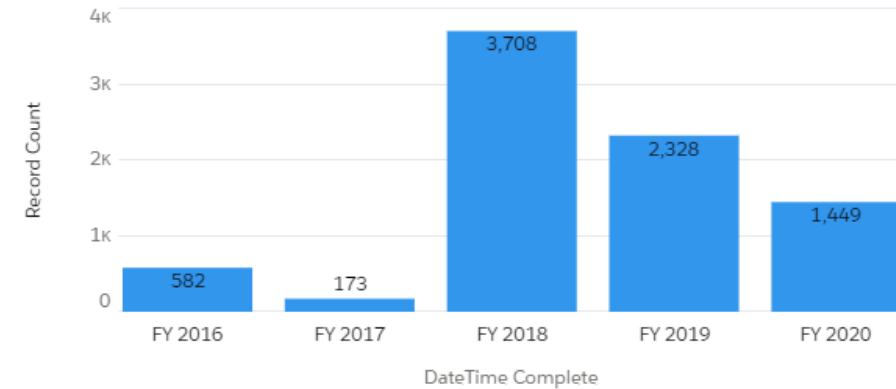
# Illegal Dumping Response (RAPID)

Tons Collected  
Per Fiscal Year, To Date

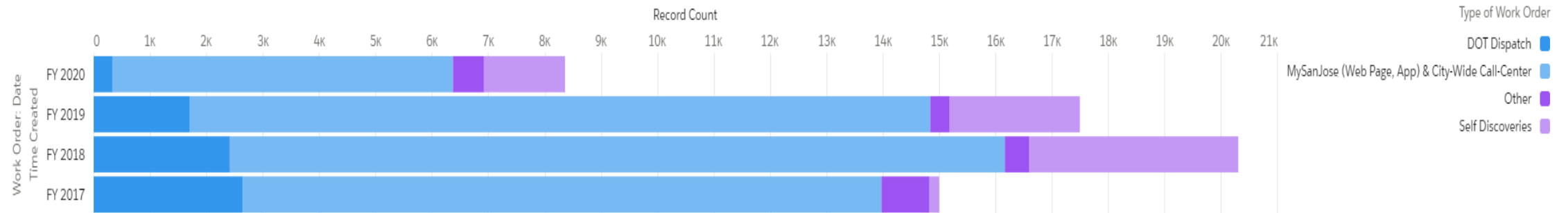


\*ESTIMATE\* Using volume to weight conversions

Self Discoveries  
Per Fiscal Year, To Date



Assignments Received From  
Per Fiscal Year, to Date





# Organizationally Related Programs, but Unaligned to BeautifySJ, and with Different Service Demands

## Prevention

Public Litter Cans

Junk Pick Up

Mural Program

## Community Engagement

Beautify SJ Grants

Cash for Trash

Dumpster Days

Project Hope

PRNS Volunteer Coordination

## Response & Maintenance

Encampment Cleanups

RAPID Program

Creek Cleanups

Landscape Services

Park Maintenance

Anti-Graffiti & Anti Litter

SJ 311 App

## Enforcement

Park Rangers

Vehicle Abatement

Code Enforcement

ESD Illegal Dumping

# *Towards Organizational Alignment*

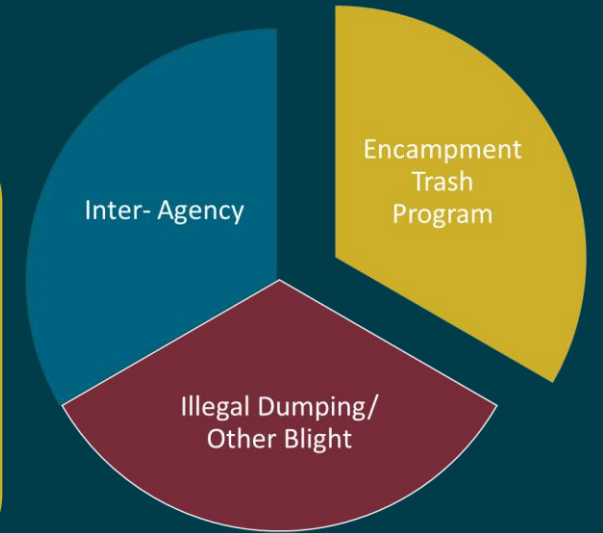
## *Bridging Internal Work 2019 – Early 2020*

- ❖ Integrating department level work
  - Mapping out ecosystem and alignment opportunities (MBA #2 2019/20)
  - Conducting internal reviews and data infrastructure scans
- ❖ Scaling collaborative response and Community Plan to End Homeless
  - Community Solutions Incubator
  - Enhanced Service Areas Pilot
- ❖ *Pandemic forced both operational pivots and expedited workplan*
  - *BeautifySJ Roadmap 2021 unifies and aligns previous and current work*

1 Introduction &  
Context Setting

2 BeautifySJ  
Background

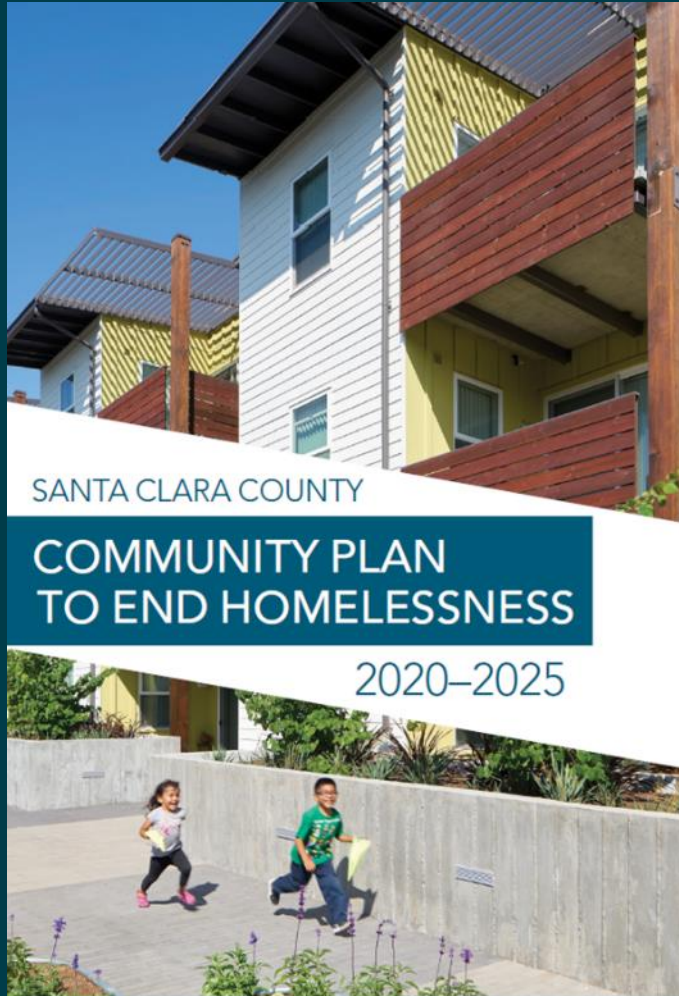
3 **Service Model 1.0**  
Current Trash,  
Debris & Blight



4 Service Model 2.0  
Long Term Strategy,  
Service Models, &  
Resource Needs



# Community Plan to End Homelessness Strategies



## Strategy 3



Improve quality of life for  
unsheltered individuals and  
create healthy  
neighborhoods for all

## Strategy 1



Address the root causes of  
homelessness through  
system and policy change

## Strategy 2



Expand homelessness  
prevention and housing  
programs to meet the need

**Sub Strategy 3.3** Increase street outreach, hygiene services, and transportation options to match the needs of unsheltered residents



# Public Health Approach During Pandemic to Unsheltered Residents

## WHAT?

- Suspension of encampment abatements and provision of sanitation and supportive services
  - ✓ Encampment Trash Program
  - ✓ Services, Outreach, Assistance, and Resources (SOAR)
- Sheltering the most vulnerable
- Grounding solutions in the Community Plan to End Homelessness (Strategy 3)

# EOC - BeautifySJ Response Branch Goals



## Immediate Response – Service Model 1.0

**SG1** Increase emergency trash pickup & develop systematic waste disposal for SJ encampment residents

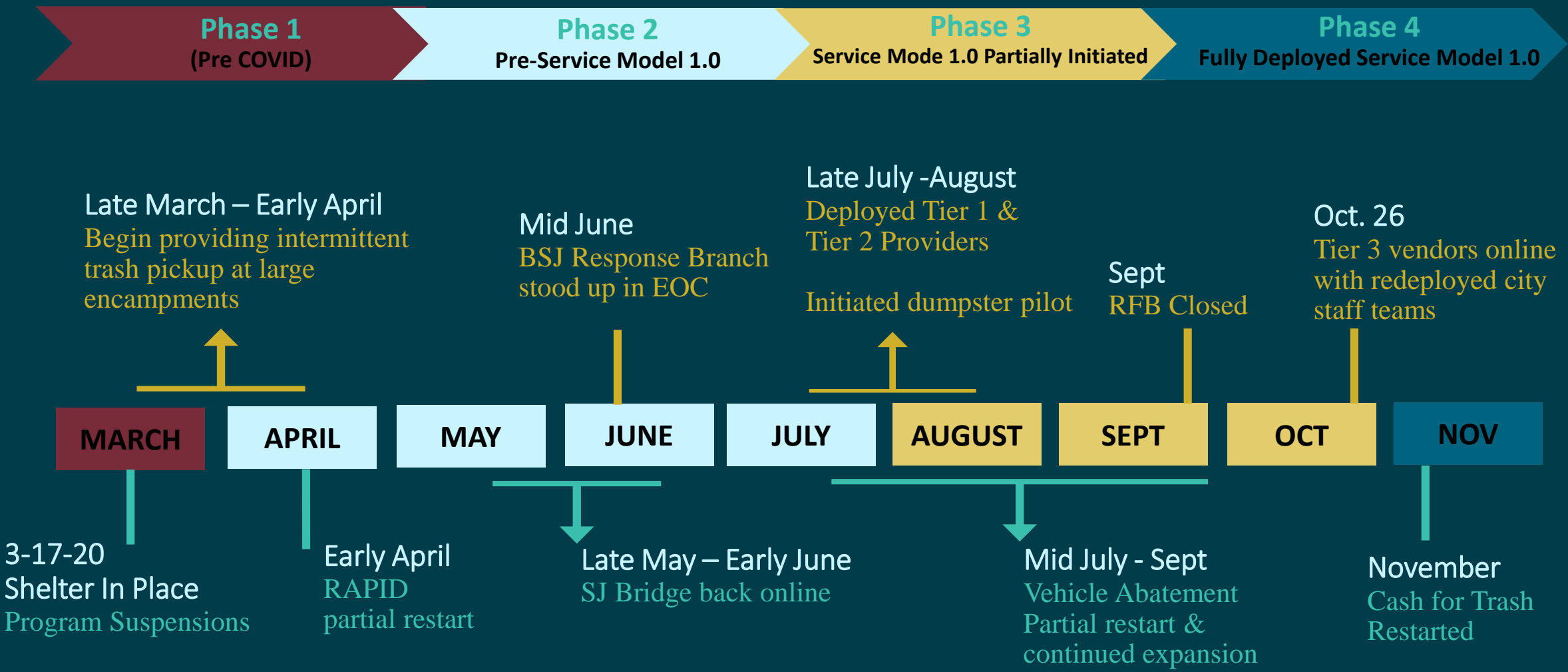
**SG2** Ensure continuity of existing BeautifySJ initiatives and program

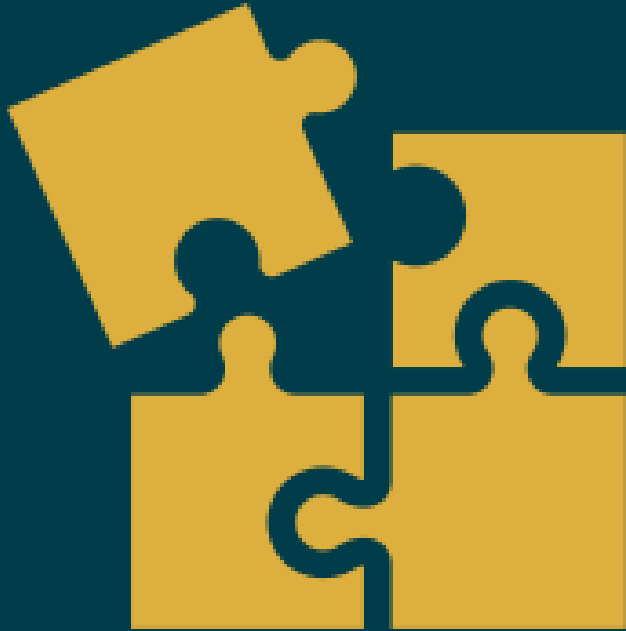
## Long-term Plan – Service Model 2.0

**SG3** Redefine, Unify, and Deliver BeautifySJ programs & Develop Plan to address critical service gaps



# Pandemic Affects BSJ Ecosystem, Impacts Felt Across City





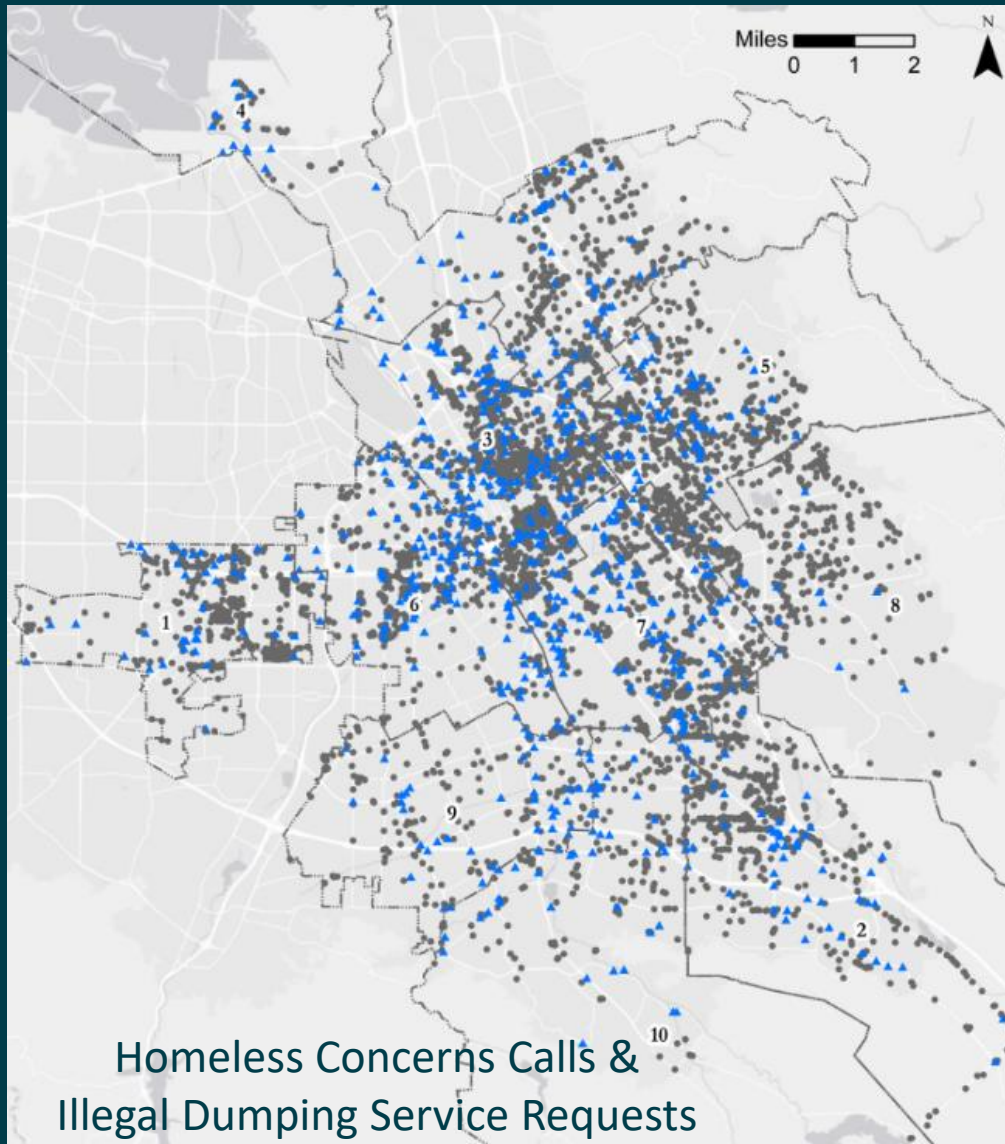
## Immediate, comprehensive, and effective response was limited by:

- Complaint-driven intake tracking/systems
- Insufficient resources  
(staffing, equipment, contract capacity)
- Incomplete data that is not integrated

## Mid-June

### Where to deliver services?

- Had to scope encampment and illegal dumping problems
- Problems intersect yet are distinct
- Individually complex, widespread, and touch every part of City
- Limited resources creates service gaps, requires prioritized response, and results in poor conditions





# Not your everyday trash pickup



# COVID Response: Cleanups Not Abatements

*Abatements*



*Cleanup Goal*

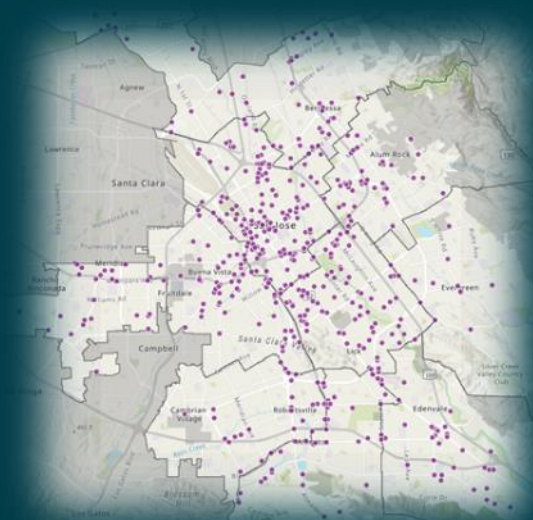




# Scoping Problem



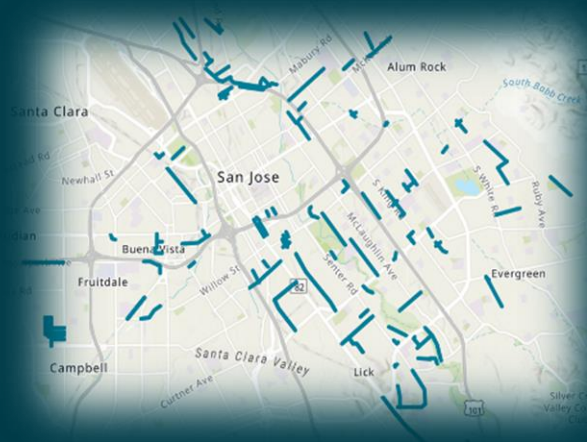
Homeless Concerns Hotline



Housing/Homeless Outreach



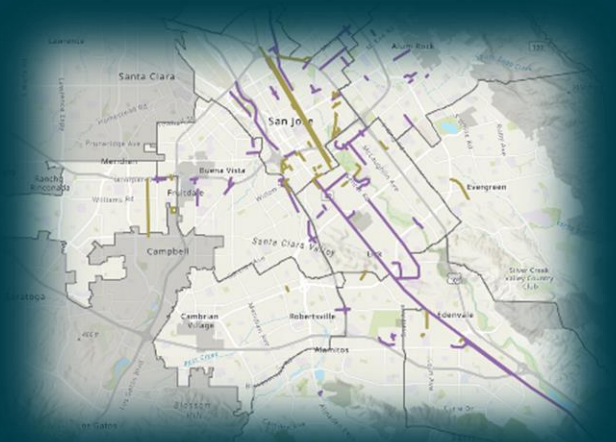
Encampment Abatements



Illegal Dumping Hotspots



SJ 311 Illegal Dumping Requests

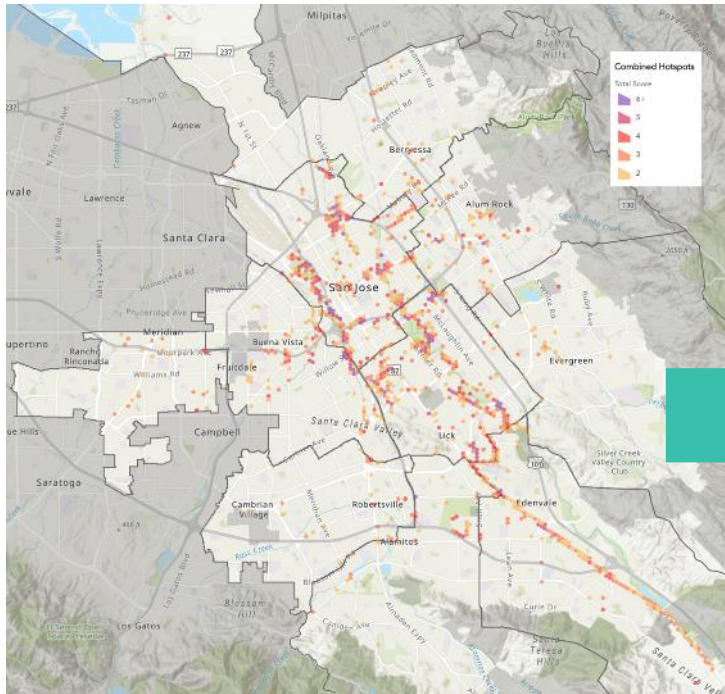


Council Requests to Beautify SJ



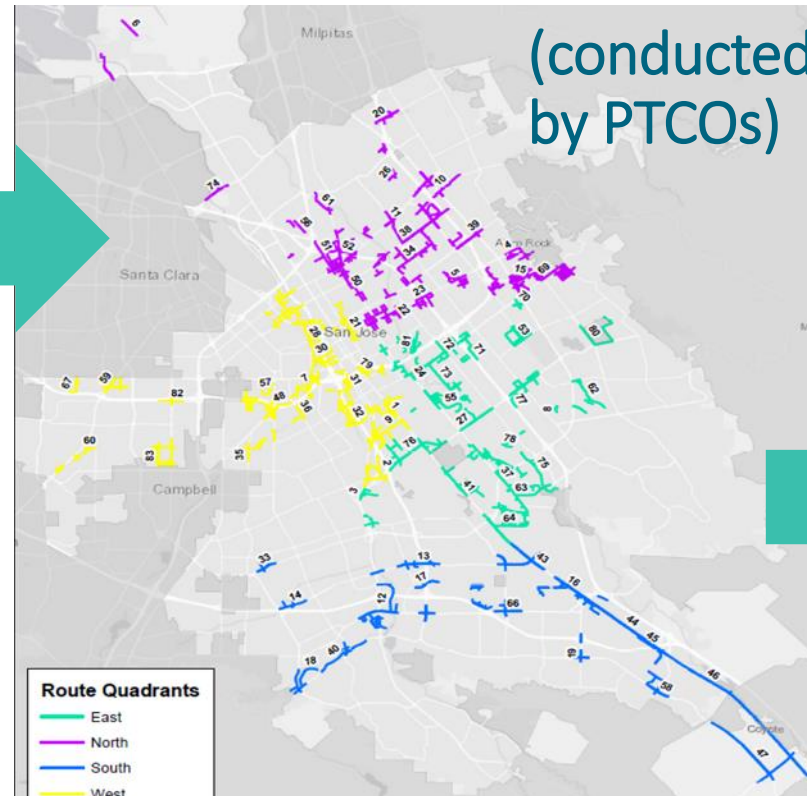
# Ground Truthing Data to Build Service Model

## Combined Hot Spot Map



## 83 Visual Site Assessment Routes

(conducted by PTCOs)



## Example Route





# **Service Model 1.0**

## **Core Principles, Framework, & Data System**

# BeautifySJ Response Branch Guiding Principles

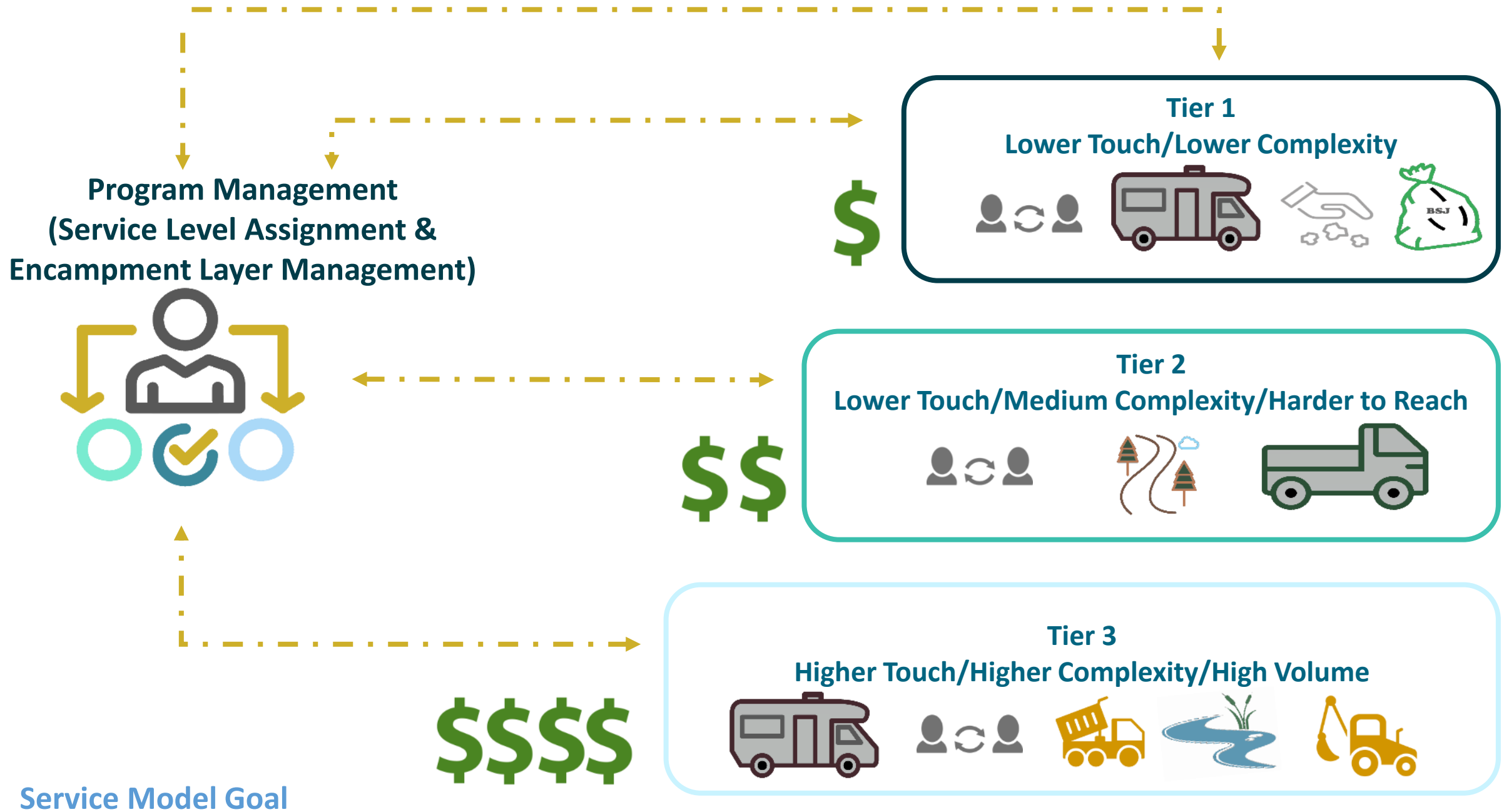
## Outputs

Right locations  
Right service  
Right frequency

## Outcomes

Equitable  
Effective  
Efficient

*= CLEAN CITY*



Click service zone to filter missed encampment service below

- East
- North
- Southwest

Last update: 4 minutes ago

MISSED SERVICE

Trash service has not been provided in the last two weeks  
(if blank, trash service has never been provided)

Los Gatos Creek, Leigh Ave to S Bascom Ave

- Team(s) Assigned: BeautifySJ
- Map ID: 13
- Service Zone: Southwest
- Status: Active
- BeautifySJ Service Days: 6, 0
- Last Trash Pickup Date:
- Last Pickup By: ()

Los Gatos Creek, Meridian Ave to Leigh Ave

- Team(s) Assigned: BeautifySJ
- Map ID: 14
- Service Zone: Southwest
- Status: Active

Last update: a few seconds ago

MISSED SERVICETrash Collection by Encampment

# Encampments With No Service (Last two weeks)

Southwest  
13

Last update: 4 minutes ago

All ZonesEastNorthSouthwest

New Active & Unassigned  
Encampments

Click to zoom to location on map

Martha St, S 3rd St to S 5th St

Team Assigned: Unassigned  
Dwelling Type:  
Status: Active  
Property Type:  
Last Encampment Assessment Date:  
Last Trash Pickup Date:

Shasta Ave, W San Carlos St to  
Martin Ave

Team Assigned: Unassigned  
Dwelling Type:  
Status: Active  
Property Type:  
Last Encampment Assessment Date:  
Last Trash Pickup Date:

Upper Penitencia Creek at  
Piedmont Rd

Team Assigned: Unassigned  
Dwelling Type:  
Status: Active  
Property Type:  
Last Encampment Assessment Date:

Last update: 4 minutes ago

NEW ENCAMP

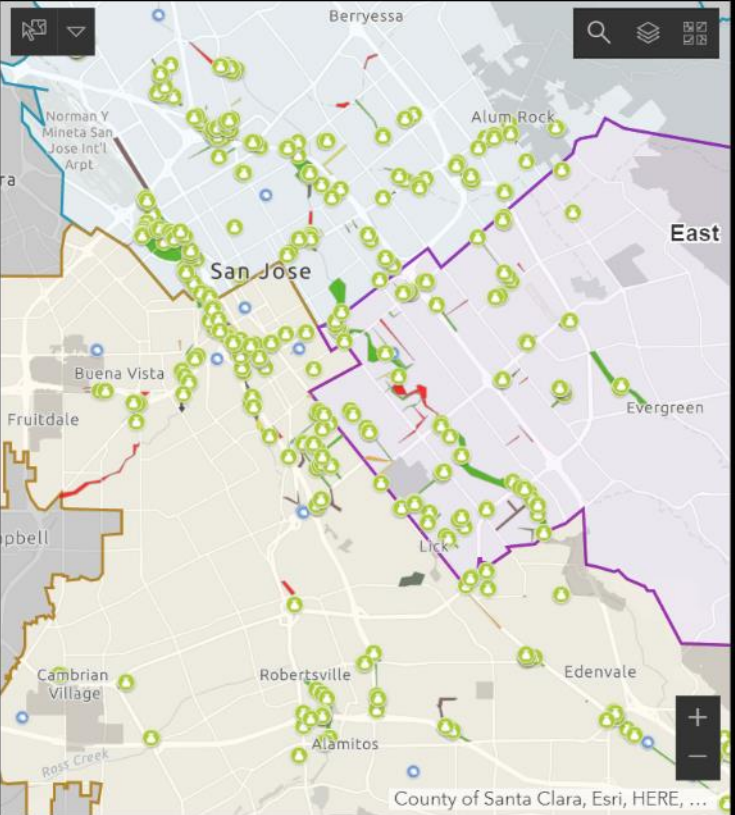
HAZARD- RIGHT OF WAY BLOCKAGE

Click to zoom to location  
No data= 0

Assesed on: 11/20/2020, 2:10 PM  
by: Nguyet David  
Right of Way Impacted:  
sidewalk,park\_strip  
Dwelling Type: vehicle\_trailer  
Comments:

Assesed on: 11/20/2020, 2:07 PM  
by: Nguyet David  
Right of Way Impacted:  
sidewalk,park\_strip  
Dwelling Type: vehicle\_trailer  
Comments:

Last update: 2 hours ago



MAP LEGEND  
encampment  
Assessment Surveys

COVID-19  
Encampment  
Assessment

External Jurisdiction

- CalTrans
- Private  
Property
- Valley Water
- Valley Water,  
Caltrain

Tons Collected

No data means no

No Data

Last update: 2 hours ago

City Staff O...

INDIVIDUAL RELOCATED

During Trash Collection  
Click to zoom to location  
No data= 0

Almaden Expressway at Hwy  
85 SE  
Date Visited: 11/23/2020, 1:44  
PM by: Paul Pereira  
Vendors Present: NRC  
Dwelling Type:  
Individual Relocated? Yes  
Where Relocated? Unknown

Last update: 4 minutes ago

Indiv Relocated Tras...

Encampments  
Blocking Right of Way

Right of Way  
7

Last update: 2 hours ago

Individual  
Relocated  
During Trash  
Collection

Person Relocated?  
11

Last update: 2 hours ago

Individual  
Relocated During  
Encampment  
Assessment

Person Relocated?  
2

Last update: 2 hours ago

Trash Collection Surveys Submitted

All Zones

537

Last update: 2 hours ago

Trash Collection Surveys

Encampment Assessment Surveys

- No data means no relevant data has been submitted
- Click to zoom to location
- Click through arrows at bottom to view other reports
- Use date filters in top right corner to filter by date

Visit Date: 11/20/2020, 2:10 PM  
By: Nguyet David  
Dwelling Type: vehicle\_trailer  
Property Type: park\_strip

Visit Date: 11/20/2020, 2:07 PM  
By: Nguyet David  
Dwelling Type: vehicle\_trailer  
Property Type: park\_strip

Visit Date: 11/20/2020, 1:58 PM  
By: Nguyet David  
Dwelling Type: vehicle\_trailer  
Property Type: park\_strip

Visit Date: 11/20/2020, 1:51 PM  
By: Nguyet David  
Dwelling Type: tent\_structure  
Property Type: vacant\_lot,private\_property

Visit Date: 11/20/2020, 11:32 AM  
By: Nguyet David  
Dwelling Type: vehicle\_trailer  
Property Type: park\_strip

Visit Date: 11/20/2020, 10:12 AM  
Last update: 2 hours ago

Encampment Assessment Surv...



# How did we get here? (Service Model 1.0 Phases)

## Phase 1

(Pre COVID)

Encampment  
Abatements

## Phase 2

(Early Pandemic  
Pre-Service Model 1.0)

Intermittent trash  
pick up at select  
encampments

BSJ EOC Branch  
Initiated

Massive Data  
Efforts/ Site  
Assessments

ROW Protocol  
Finalized

## Phase 3

(Service Mode 1.0  
Partially Initiated)

(Aug. – Oct.)

Emergency  
Purchase Orders

Tier 1/ Tier 2  
Vendors Added

Dumpster Pilot  
Initiated

RFB  
Released/Awarded

## Phase 4

(Fully Deployed  
Service Model 1.0)

(Oct. 26 - Present)

(3) Geographic  
Zones

(3) Vendors  
deployed

Service Days  
assigned to sites  
(2-wk cycle)

Protocol  
Framework  
Expanded

# Begin Phased Implementation of Service Model 1.0

## Tier 1 and 2 (*Inputs*)

- 48 routes assigned to DST/GW/Conservation Corps
- 3 grants totaling \$450k in CRF funds thru 12-30-20
- Routes updated as needed
- 2 to 3-week cycles  
(dependent on environmental conditions)

## Tier 1 and Tier 2 (*Outputs*)

- ✓ *Serviced* sites over 230 times since August  
Averaging 1 to 2 site visits/month
  - Cons Corp (94)
  - Goodwill (84)
  - DST (63)
- ✓ *Distributed* over 900 BSJ trash bags
- ✓ *Collected* 966 trash bags from homeless residents
- ✓ *Filled* 5,182 bags of trash at encamped sites
- ✓ *Engaged* 240 homeless residents
- ✓ *Employed* currently/formerly homeless residents



Tier 1  
Downtown Streets Teams & Goodwill

Before



After





# Tier 2 Conservation Corps

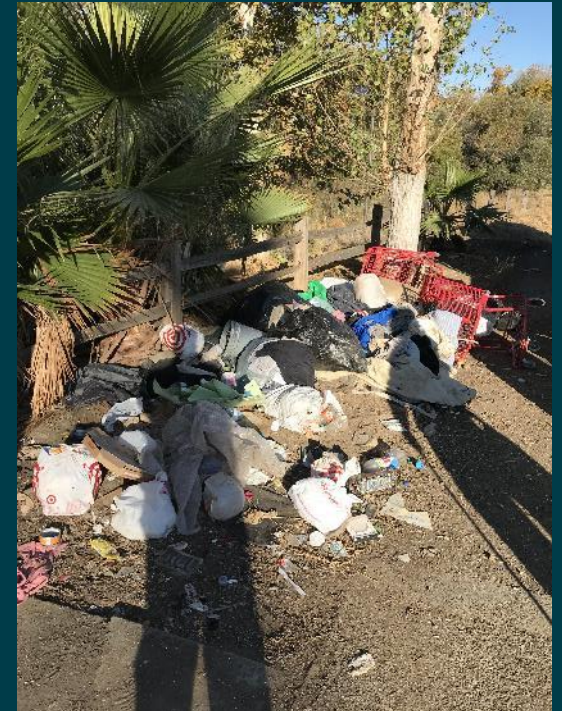
After



Guadalupe River Trail 11/12/20



Before





***What is a ton of trash?***

1 ton of trash =  
1 small vehicle





## Deploying Resources and Complimentary Pilot Services at Encampments

### Dumpster Pilot (Inputs)

- 24 dumpsters deployed at 13 locations
- 10 of 13 locations are SOAR sites
- Initial success in cooperation, cleanliness, and cost-effectiveness

### Dumpster Pilot (Outputs)

- Serviced 2-3x/week: ~375 tons since July

# Deploying Resources and Complimentary Pilot Services at Encampments



## Green Team Mobile Trash Service (Inputs)

- 23 locations receiving Saturday pickups
- Residents placed trash at designated locations
- Vendor used 2 teams with flatbed or compactor

## Green Team Mobile Trash Service (Outputs)

- 55 tons of trash/debris removed since Sept.

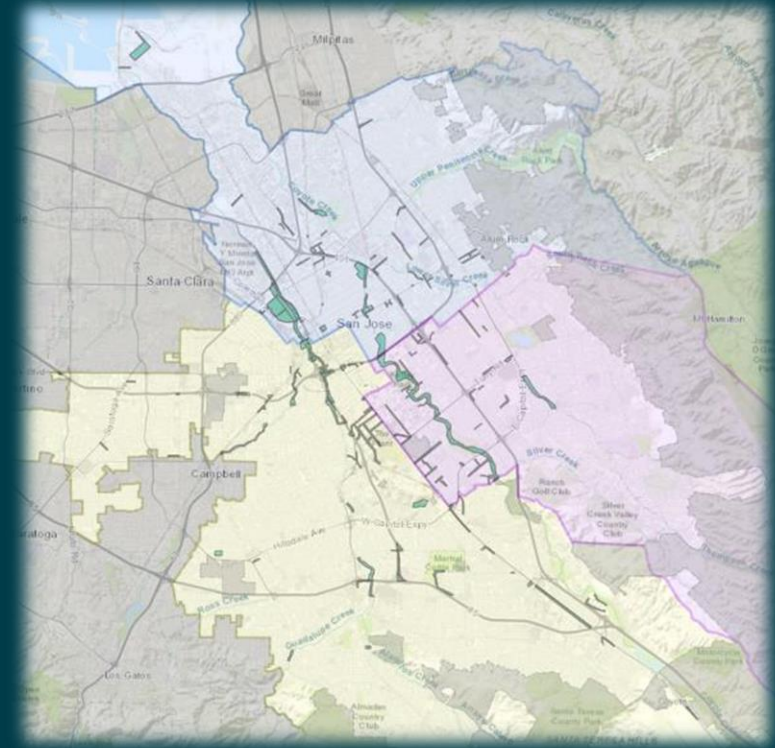


## Tier 3 Service Zones Created (Inputs)

- Geographically focused (East Zone, North Zone, Southwest Zone)
- Equity in zone design – under development/pilot
- \$3M total RFB awarded to 3 vendors
- Redeployed 13 City staff / 5-day training

## Tier 3 (Outputs since Oct. 26th)

- Over 300 trash pickups
- Nearly 200 tons of trash collected
- Initial target—(1) trash pick up every two weeks for most sites

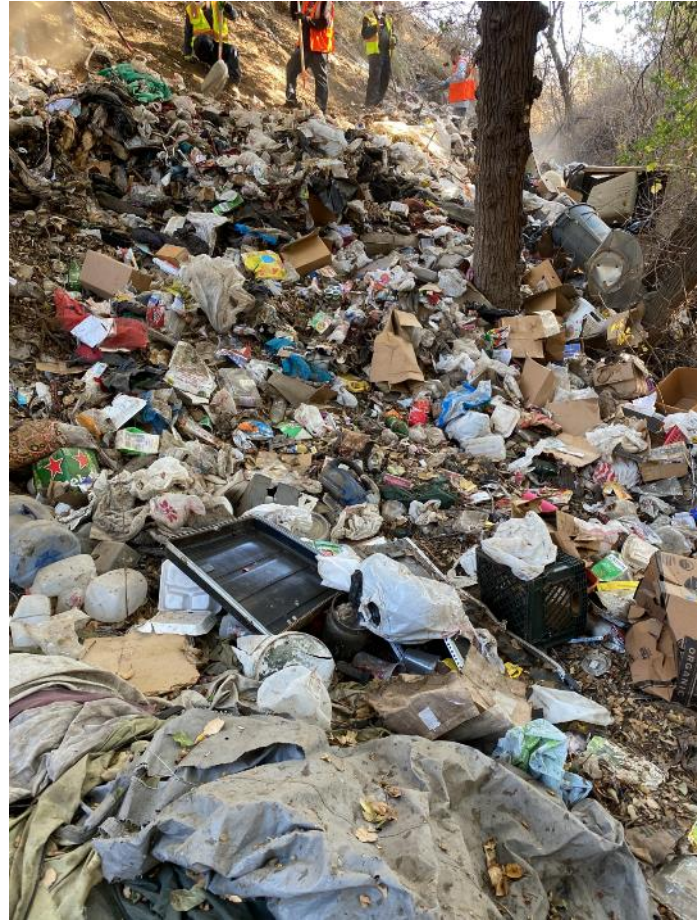




# Spectrum of Tier 3 Clean Up



Fontaine Rd. 11/13/20



Coyote Creek @ Tuers Rd.  
11/10/20





# Spectrum of Tier 3 Clean Up



Donna Lane  
11/12/20



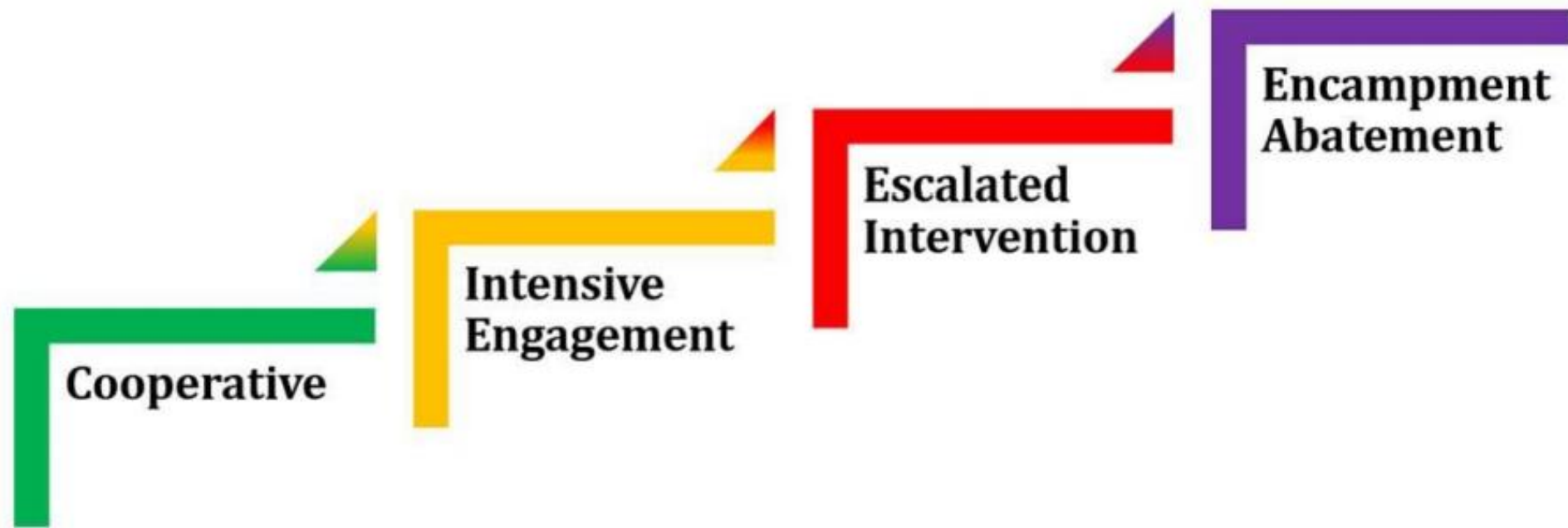
Almaden Expressway @ Hwy 85 SE  
11/23/20





# Building Encampment Protocols

# | Complex field conditions require additional tools



Unsheltered Homeless Resident Engagement and Intervention Continuum During Pandemic

# Supporting Public Health and Safety at Encampment Sites

## EOC Protocol Manual

City of San José	
Supporting Public Health and Safety at Encampment Sites	
Response to COVID-19 and City Shelter Crisis Declaration	
The protocols and procedures contained within this document guide the City of San José's response to unsheltered homelessness during the COVID-19 pandemic. These documents are in support of public health and safety at encampment sites.	
<b>Contents</b>	
EOC COVID-19 Emergency Encampment Protocol.....	2
Background.....	2
Purpose.....	2
Exceptions to Encampment Abatement Suspension.....	3
Procedure.....	4
Definitions.....	6
Responsibilities.....	6
Encampment Multidisciplinary Assessment and Intervention Team Protocol.....	8
Background.....	8
Encampment Multidisciplinary Assessment and Intervention Matrix.....	8
Responsibility and Oversight – Multidisciplinary Assessment & Intervention Team.....	9
Escalated Encampment Cleanup Protocol.....	13
Background and Purpose.....	13
Procedure.....	15
Attachment A – Encampment Abatement Procedures from Memorandum of Understanding between the City of San José and Santa Clara Valley Water District.....	18
Attachment B– Encampment Escalated Cleanup Posting.....	23

For questions related to this document, please contact Sarah Zárate, Assistant to the City Manager, at [sarah.zarate@sanjoseca.gov](mailto:sarah.zarate@sanjoseca.gov).

EOC COVID-19 Supporting Public Health and Safety at Encampment Sites

1

City of San José

Supporting Public Health and Safety at Encampment Sites

EOC COVID-19 Emergency Encampment Protocol

Effective July 1, 2020

Program Area

The City of San José's Emergency Operations Center initiated this and local public health guidance, and it applies to the BeautifySJ Homeless Support and Services Branch.

Background

It is the City of San José's Emergency Operation Center (EOC) guidance related to unsheltered homelessness. To prevent infectious disease (COVID-19), the Centers for Disease Control and Prevention recommend that if individual housing options are not available, unsheltered or in encampments should remain where they are. Community coalitions work to improve sanitation in encampments both of these recommendations, although it recognizes that limit encampments in all instances, locations, and of all sizes.

Reducing the spread of COVID-19 is of primary concern to the City according to CDC guidance and Santa Clara County Public Health. City suspended encampment abatement activities unless a situation health and/or safety of unsheltered individuals or the general public place until either the County shelter-in-place order is lifted or CDC Health guidance related to unsheltered residents changes.

While City-initiated encampment abatement activities are suspended, the City is working to improve sanitary conditions at all encampments across the City (see Definitions Section below for that the public safety of unsheltered residents and the general public purpose of encampments.

Purpose

Disease Prevention

National Scope – To prevent the spread of COVID-19, the CDC is not housing options are not available, people who are living unsheltered remain where they are. The CDC further recommends that community sanitation in encampments.<sup>1</sup>

Local Scope – The Santa Clara County Public Health Officer issue encourages people to remain in their residence, and limits residents only those deemed essential per the public health order.

Both the local and national guidance is intended to help prevent. This is especially critical considering that 1) the virus can cause certain sub-populations are at higher risk of contracting the disease currently available to prevent the disease, 4) the virus is spread.

<sup>1</sup> <https://www.cdc.gov/coronavirus/2019-nCoV/community/homeless-sheltering/encampments.html>

<sup>2</sup> [Bui](#)

EOC COVID-19 Supporting Public Health and Safety at Encampment Sites

Risk Assessment Matrix

Probability of Event

Likely Probable Unlikely

Level of Risk

Critical

Elevated

Normal

No Intervention

Encampment conditions do not warrant further intervention already part of the Encampment Trash Pickup Program, submit an Encampment Survey 123.

Early Warning

The encampment should be prioritized for an "Early Warning" mitigating actions should be recommended by the Multidisciplinary Assessment Team.

Reduce Risk

Extraordinary circumstances exist in the encampment that health purpose/benefit of encampment abatement suspension. The encampment prioritized as an abatement candidate, triggering the City's Encampment

Responsibility and Oversight – Multidisciplinary Assessment & Intervention

The Encampment Multidisciplinary Assessment & Intervention Team conduct homeless individuals' needs, encampment safety, public safety or environmental hazards, and to the extent possible with available resource service delivery.

Multidisciplinary assessments approach outreach and engagement with homeless individuals from a harm reduction perspective (developing rapport while identifying needs). Additionally, the comprehensive assessment of encampment conditions the active disciplines, each assessing encampment conditions from their perspective and providing findings and recommendations inclusive of the risks and needs.

The City, in collaboration with its external partners, will create an executive Assessment & Intervention Team (the Team) to ensure service delivery an Team will consist of key leaders with decision-making authority and/or expertise.

Team Members

Housing

Homeless Street Outreach

BeautifySJ

Police

Fire

DOT Vehicle Abatement

Environmental Services

Va

Pu

Co

Each discipline will conduct an assessment that will include the following:

EOC COVID-19 Supporting Public Health and Safety at Encampment Sites

**Procedure**

When the criteria above is met, the BeautifySJ team may pursue an escalated clean-up through the following procedure:

**Step 1: Request an Escalated Encampment Clean-Up**

- Complete an Escalated Encampment Clean-Up Form with required pictures.
- The electronic form can be found in the SharePoint Folder contained within the BeautifySJ Branch titled "Escalated Cleanup Requests."
- <https://sanjoseca.sharepoint.com/:f:/r/teams/EmergencyServices/2019%20Novel%20Coronavirus/COVID-19%20DOCUMENTATION/1.%20Operations/BeautifySJ%20Branch/Escalated%20Cleanup%20Requests?csf=1&web=1&e=wk8VB7>
- This Form may only be completed by either a Community Coordinator, the BeautifySJ Program Manager, or the BeautifySJ Program Manager designee.
- Submit completed Form with Pictures via email to:
  - Housing Community Program Administrator (Vanessa Barretta)
  - BeautifySJ Program Manager (Olympia Williams)

**Step 2: Escalated Encampment Clean-Up Form Review**

Depending on other program activities, either the Housing Community Program Administrator (Vanessa Barretta) or the BeautifySJ Program Manager (Olympia Williams) will review the Escalated Encampment Clean-Up Form, pictures, and other attachments (if applicable), and will either approve, conditionally approve, or decline the request within **48 business hours**.

- If the Form is Approved:
  - The encampment is ready for an Escalated clean-up posting (proceed to Step 3).
  - Email Homeless Concerns to notify them of pending intervention ([homelessconcerns@sanjoseca.gov](mailto:homelessconcerns@sanjoseca.gov))
  - Save the approved form in the "Approved Forms" folder within the Escalated Cleanup Requests Folder in SharePoint.
- If the Form is Conditionally Approved:
  - The requestor must review the conditional approval comments, correct necessary items/submit additional evidence/or take additional actions in accordance with the conditional approval. After meeting conditional approval requirements, the Escalated Encampment Clean-Up Form should be re-submitted to the form reviewer. If approval is gained with re-submission, proceed to Step 3 and email Homeless Concerns ([homelessconcerns@sanjoseca.gov](mailto:homelessconcerns@sanjoseca.gov)) to notify them of pending intervention.
  - Save the conditionally approved form in the "Conditionally Approved Forms" folder within the Escalated Cleanup Requests Folder in SharePoint.
- If the Form is Declined:
  - The requestor should pursue other mitigating options with the BeautifySJ Program Manager or the Housing Community Program Administrator.

EOC COVID-19 Supporting Public Health and Safety at Encampment Sites

15




# How are protocols used?

- 129 Right of Way impediments identified since late July/early August
  - about half of encampments moved voluntarily during trash service
  - 64 required abatement procedure
  - most encampments move nearby
- 5 Encampment sites selected to pilot Multidisciplinary Team
- 31 Escalated Cleanups Performed since October 26th

## New Escalated Cleanup Posting

The City of San José will pick up trash in this area on the following date(s):  
**[Wednesday, May 30, 2018] to [Thursday, May 31, 2018]**



Please help us keep this area clean and healthy. Place all your trash at designated locations by: **[7:00 a.m. on May 30, 2018].**

During the cleanup, the City of San José will remove items and materials not stored in a tent, structure, or living space. Unclaimed personal property will be collected and stored at a City facility for 90 days unless it is perishable, contaminated, or presents a potential health or safety hazard.

This trash and debris at this encampment pose a potential health and safety hazard. Please help us keep you safe and clean by cooperating with staff and minimizing loose trash and debris. Thank you.

Please put your personal property within your tent or structure, or within a 12 x 12-foot living space.

**CITY OF SAN JOSE**  
CAPITAL OF SILICON VALLEY

**TO PICK UP YOUR PROPERTY**

CALL (408) 510-7600  
Monday-Friday, 9:00 a.m. to 5:00 p.m.  
EMAIL: [outreach@homefirststcc.org](mailto:outreach@homefirststcc.org)  
VISIT: **Boccardo Regional Reception Center**  
2011 Little Orchard Street, San Jose CA 95125

Property is not stored on-site at the Boccardo Regional Reception Center. To claim property, you will be required to provide a description of the items and the date and location of the cleanup and schedule a date to return to collect your items.

**ALL UNCLAIMED PROPERTY WILL BE DISPOSED OF AFTER [8/31/18]**



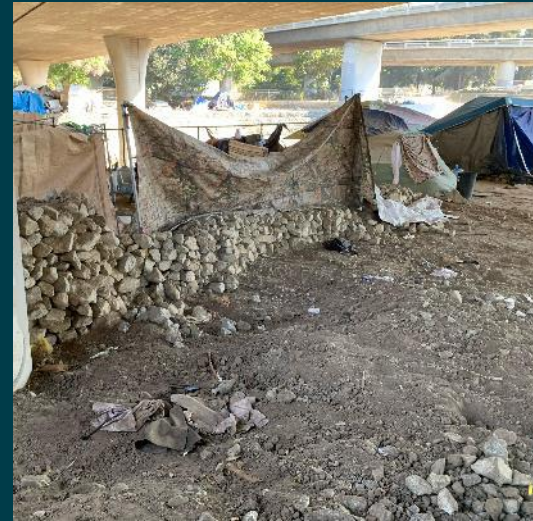
# A Typical ROW Challenge





# Escalated Cleanup Example

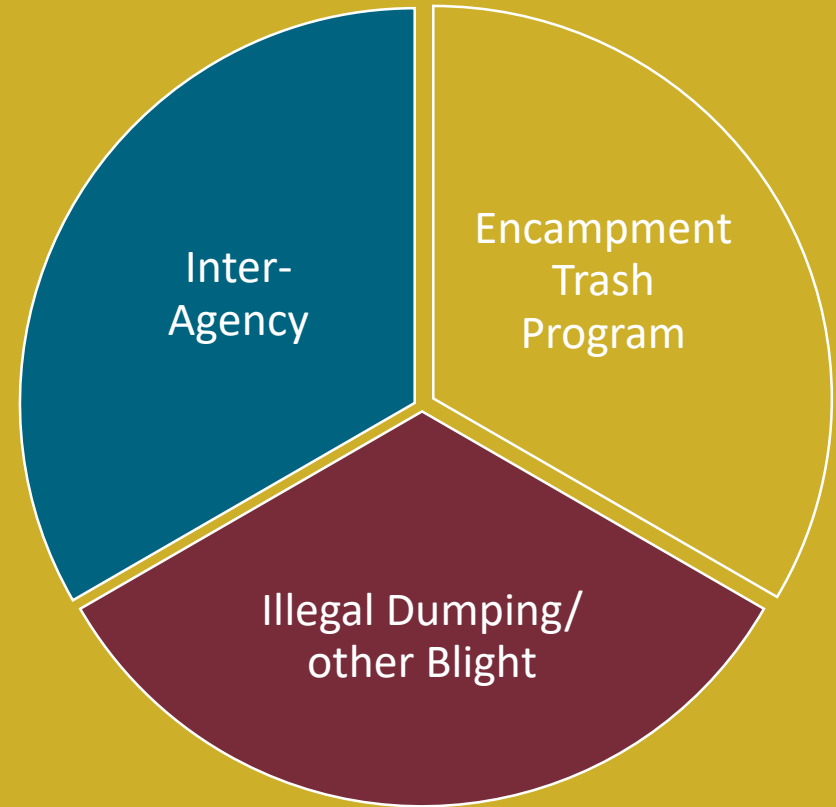
Guadalupe Trail (87/280)  
10/30/20





# Service Model 1.0

## Current Trash, Debris & Blight



# Anti-Litter/Anti-Graffiti

*Anti-Litter activities suspended March - October*

## **Creek Cleanup**

- Restarted October 2020
- Volunteers removed over 46.5 tons of trash

## **Neighborhood Dumpster Days Program**

- Restarted September 2020
- Coordinated 46 dumpster day events
- Collected over 405 tons of debris

## **Neighborhood Volunteers**

- Restarted November 2020



# Cash for Trash Program

## *What is it?*

- First City in US placing redemption value on trash
- Partnership with MasterCard's City Possible Program
- MasterCard Program provides banking access to unhoused population

## *How does it work?*

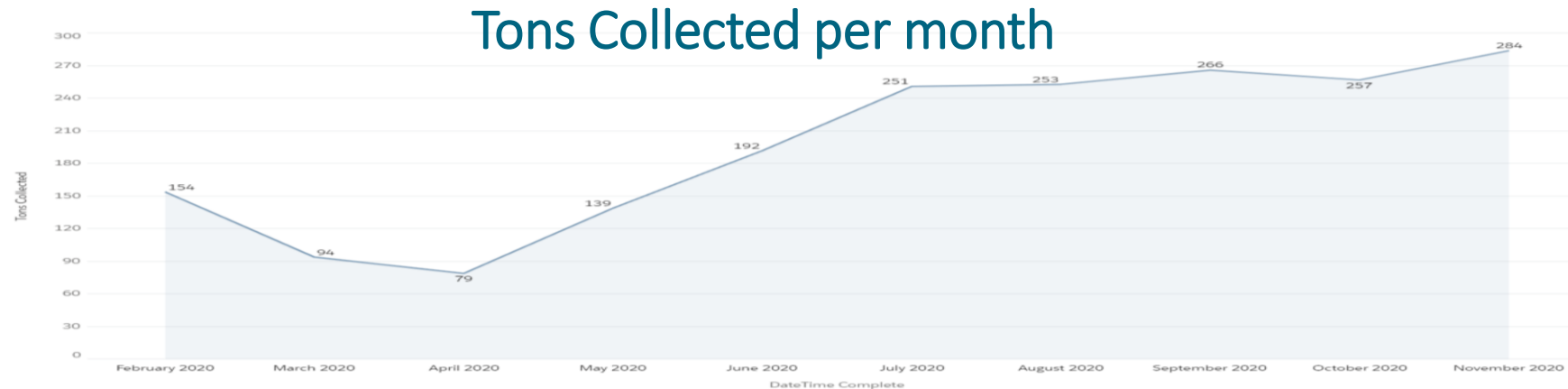
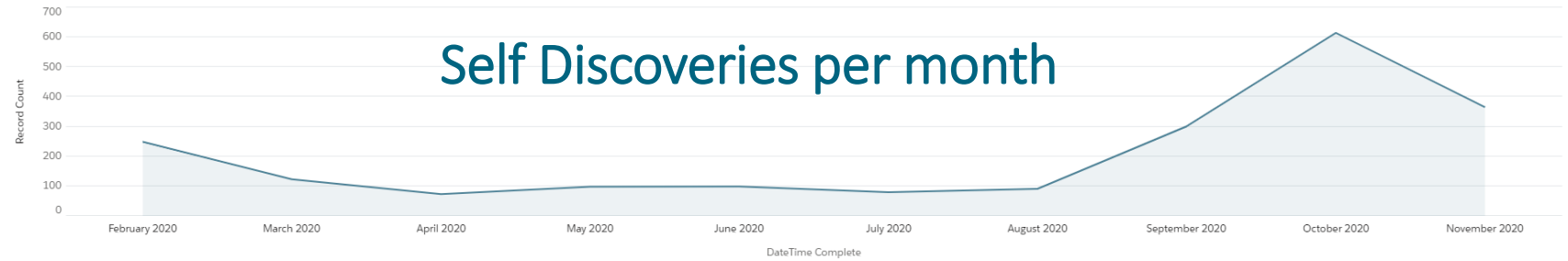
- Operating at 41 sites with high levels of visible trash
- 69 of 400 participant capacity enrolled
- Partners with unhoused residents to provide reloadable MasterCards
- Provide participants \$4/bag of trash





# Illegal Dumping Response (RAPID)

- Activated Under EOC
- Coordinating trash pickup resources across programs
- Increasing proactive pickups using Green Team on Saturdays (45 tons since October)
- RAPID team working to increase self-discoveries



# Addressing Trash and Blight on Other Agencies' Properties



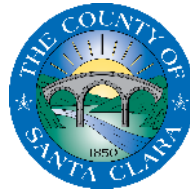
Executed Memorandum of Understanding



Holding workshops to develop an agreement



Exploring side letter amendment to existing MOA



Begin proactive conversations in 2021



Begin proactive conversations in 2021



Begin proactive conversations in 2021

# *City – UPPR Memorandum of Understanding*

## *MOU Highlights*

- ❖ Conduct (8) joint clean ups per calendar year
- ❖ Develop Quarterly Coordination Plan and Annual Report
- ❖ City conducts homeless outreach activities
- ❖ UPPR will install and maintain “No Trespassing” and “No Dumping” signs

*MOU executed December 2020*



# City – UPPR Monterey/Emado Road Cleanup 9/21 – 9/30





# Caltrans-City Workshops Late 2020 – Early 2021

Understand property ownership by mapping City and Caltrans right-of-way and parcels

Prioritize hot spot areas for encampment and trash maintenance

Identify and address gaps in service protocols and procedures

Coordinate City and Caltrans resources to address hot spots

Review, update, and execute maintenance agreements

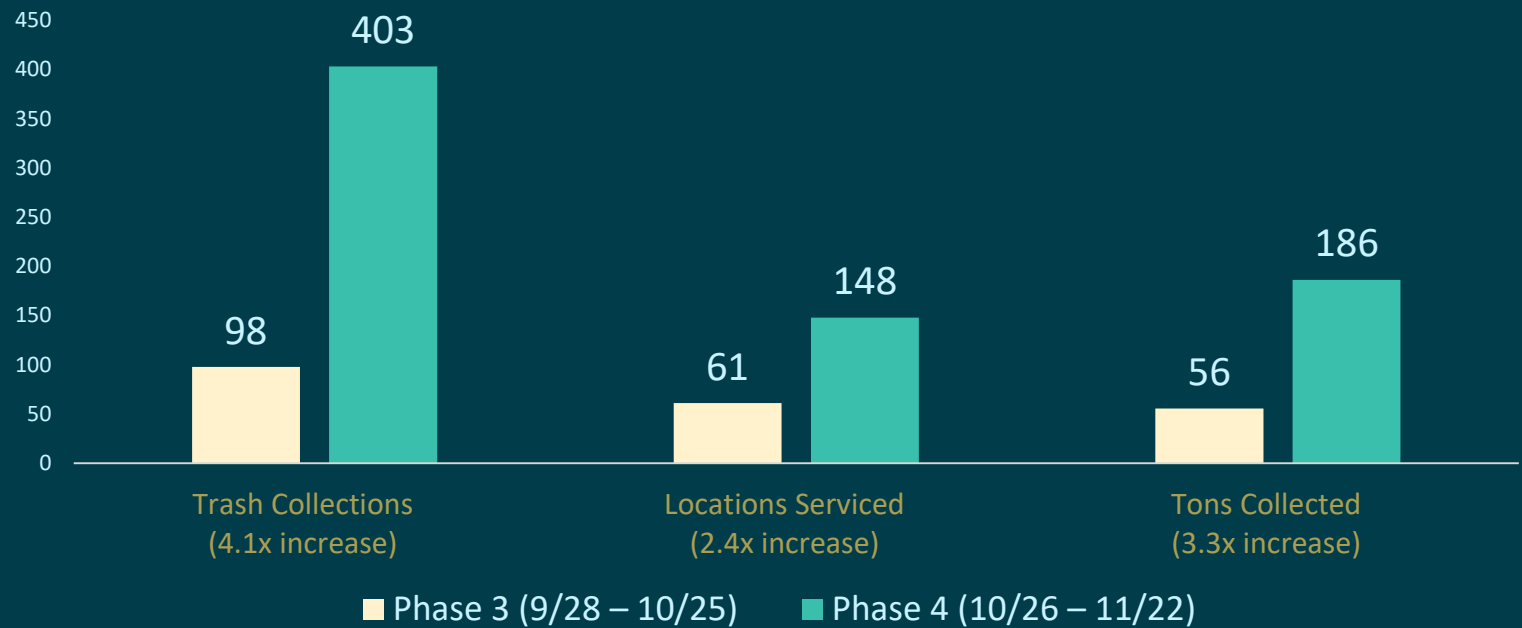


Coordinated Cleanup with Caltrans  
(85/Almaden)



**So what have we learned?**

# Expanded Tier 3 Activities: Serve Homeless Residents & Neighborhoods



## Phase 4 Changes

- Expanded city team
- 3 geographic zones
- 3 vendors

↑ 4.1x increase trash collections

↑ 2.4x increase in locations serviced

↑ 3.3x increase in tons collected



# Preliminary Program Findings (baseline)

## *Right Locations*

- ❖ 84% of locations scheduled for service had residents present

## *Right Service and Right Frequency*

- ❖ 12% of all encampments met all indicators
  - No bulky items, scattered trash, or excessive trash piles, and trash bags visible
- ❖ 70% of sites did not have scattered trash (trash was in piles)
- ❖ 60% of sites had excessive amounts of trash
- ❖ 35% of sites had bulky items present

## *Encampment Residents Voluntarily Participate in Program*

- ❖ 60% of encampments bagged trash & placed in designated location



# Other Program Service Insights

## *Dumpsters – effective tool for waste disposal*

- Not labor intensive; cost effective; flexible resources
- Few instances of overflowing garbage, dumpster damage, or collection inaccessibility
- Illegal dumping near dumpsters remains a challenge

## *Service Tiers 1 and 2 – a promising approach*

- These sites had better conditions overall in visual assessments
- But, need to better align lower-touch provider capabilities with program needs

## *Service Tier 3 – geographic zones allow for targeted, scaled efforts*

- Dividing City into (3) zones with vendors resulted in large service delivery increases

## *Service Frequency – increase in service associated with better conditions*

- Increasing service from low (1x/mo) to medium (>1x/mo) improves a site's condition

# *Other Program Insights*

*New Market/Service Providers – Needs time to mature*

- ❖ City program is first of its kind; will take time for private sector to adjust

*Housing/Shelter – Trash is a symptom of a larger societal problem*

- ❖ Protocols help with complex conditions, but they don't resolve underlying issue of unsheltered homelessness

*Serving Vehicles – Residents living in vehicles tend to move more*

- ❖ Added mobility of population makes serving them challenging

*Trash vs Property – Unhoused and housed resident perspectives of “trash” differ*

- ❖ Some items perceived as trash by housed community may be considered valuable trade items by homeless residents

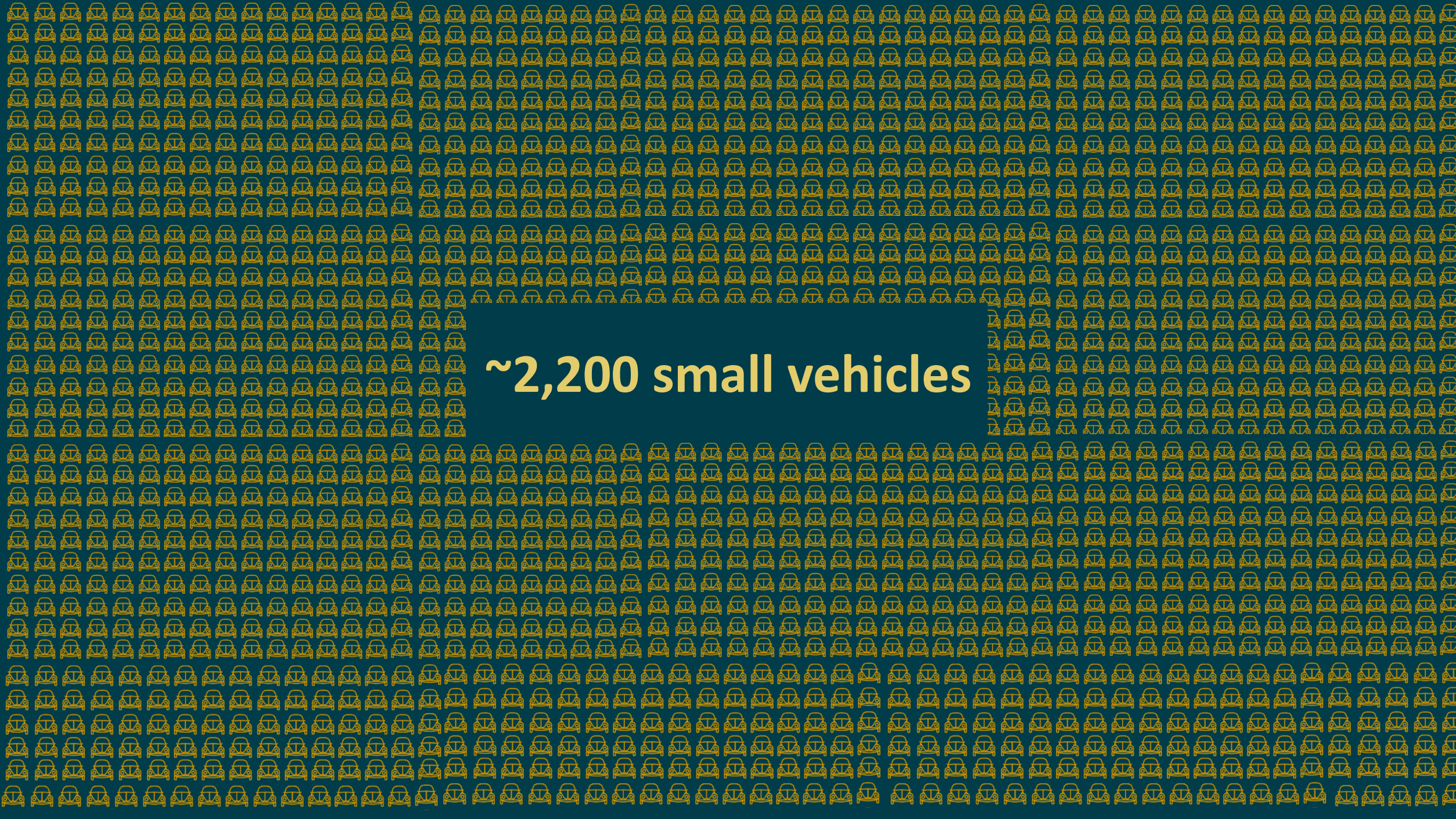
# BeautifySJ Response Branch Summary

- ✓ 150+ Sites serving hundreds of homeless residents
- ✓ 2,060+ Services (trash collection)
- ✓ 2,200 Tons of trash removed (including large multi-day pickups)



*How many small vehicles of trash is that?*





~2,200 small vehicles

**Equitable**  
**Efficient**  
**Effective**

# *Program Conclusions*

## *Standardize and Integrate from Service Model 1.0*

- ❖ Homeless Resident Engagement Continuum
- ❖ Tiered Service and Data-Informed Approach
- ❖ Dumpster Solutions

## *Refine and Optimize from Service Model 1.0*

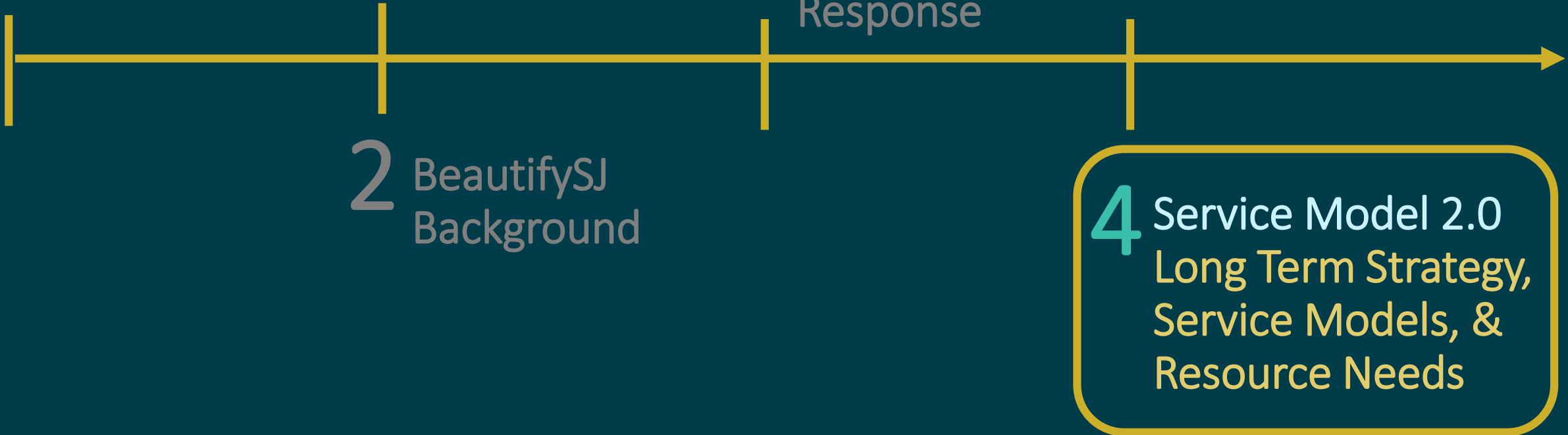
- ❖ City Staffing Model
- ❖ Alignment of Vendors and their Responsibilities
- ❖ Alternative/Complimentary Trash Solutions

1 Introduction &  
Context Setting

3 Service Model 1.0  
Current Trash,  
Debris & Blight  
Response

2 BeautifySJ  
Background

4 Service Model 2.0  
Long Term Strategy,  
Service Models, &  
Resource Needs





# EOC - BeautifySJ Response Branch Goals



## Immediate Response – Service Model 1.0

**SG1** Increase emergency trash pickup & develop systematic waste disposal for SJ encampment residents

**SG2** Ensure continuity of existing BeautifySJ initiatives and program

## Long-term Plan – Service Model 2.0

**SG3** Redefine, Unify, and Deliver BeautifySJ programs & Develop Plan to address critical service gaps

# BeautifySJ: Redefining Purpose

**Vision.** The people of San José are engaged and proud of their clean, beautiful City.

**Mission.** Equitably prevent and remove blight and engage communities to cultivate clean, beautiful neighborhoods.

# *Interim Strategy (January – June 2021)*

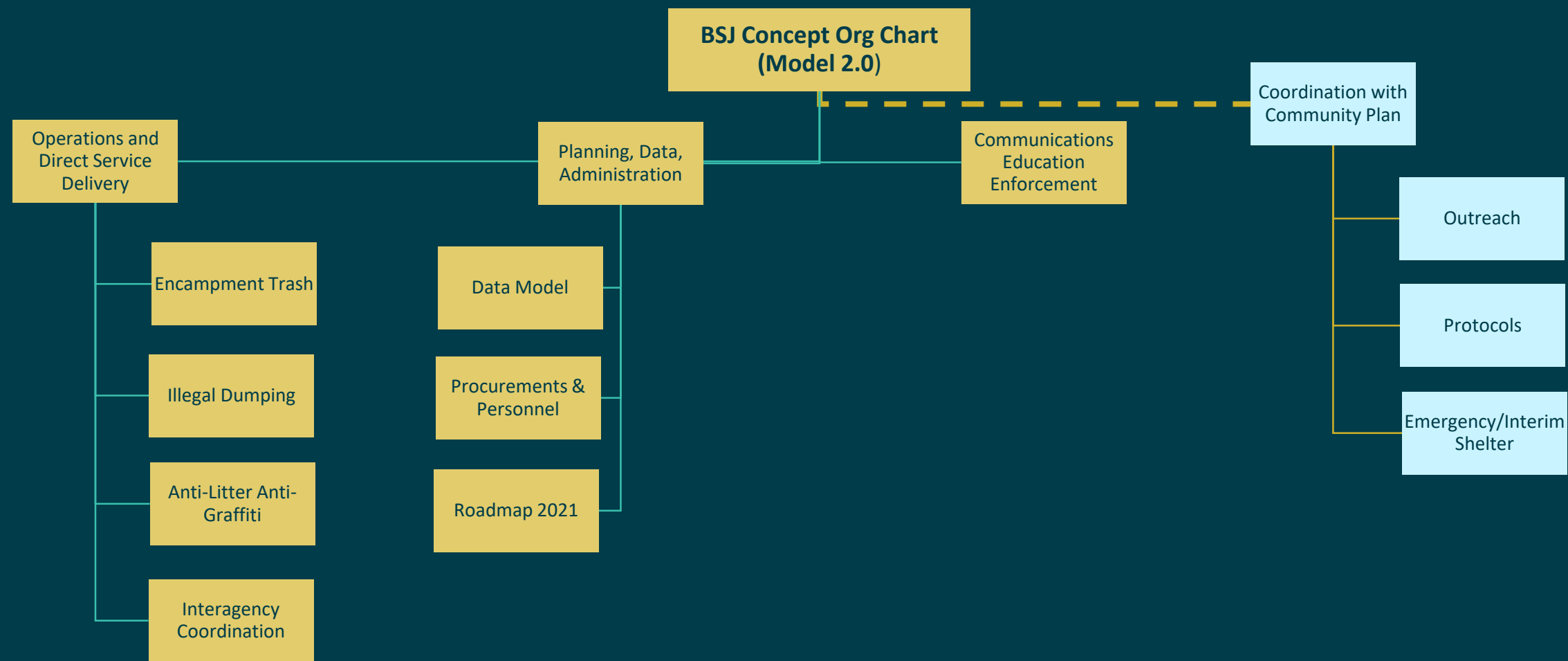
*Goal: Continue ramped up level of service (Service Model 1.0) thru June*



- ❖ Refine zone-based City staffing and contractual service model, including extending or ending EOC redeployments
- ❖ Extend grant agreements with select non-profit providers (Tier 1 and Tier 2)
- ❖ Exercise contract extensions for high performing vendors (Tier 3)
- ❖ Develop and advance a cost budget proposal for FY 2021-22



# BeautifySJ Concept Organization – Service Model 2.0



# San José City Roadmap | FY20-21 | **DRAFT**

Legend: ■ COVID-19 Response ■ Enterprise Initiatives

Enterprise Priority	Project						Strategy		Policy	
Emergency Management + Preparedness	Continuity of City Services	Food + Necessities Distribution	Digital Inclusion						Soft-Story Building Earthquake Retrofit Policy	
Creating Housing + Preventing Homelessness <small>CPEH: Community Plan to End Homelessness</small>	Rental Assistance + Eviction Prevention <small>CPEH Strategy 2</small>	Emergency Housing Construction + Operation <small>CPEH Strategy 3</small>	Sheltering + Enhanced Encampment Services <small>CPEH Strategy 3</small>				North San José Strategy		Rental Assistance + Eviction Prevention Advocacy <small>CPEH Strategy 2</small>	Affordable Housing Siting Policy
Safe, Vibrant, + Inclusive Neighborhoods + Public Life	Community + Economic Recovery	Police Reform + Community Safety	San José 311 + Service Delivery	Waste Pick-Up BeautifySJ	Vision Zero Traffic Safety		Equity Strategy Development + Leadership	Neighborhood Services Access Strategy	Digital Privacy Policy	Smoke-Free Multi-Family Housing Policy
The Future of Downtown	Google Development	Diridon Station Area Plan					BART + High-Speed Rail Strategy		Electronic Billboards Policy	
Building the San José of Tomorrow: Private Development Services	Align Zoning with General Plan	Development Services Transformation	Major Real Estate Development Projects				Envision 2040 General Plan Update		Update Urban Design Guidelines Policy	
Smart, Sustainable, + Reliable City: 21 <sup>st</sup> Century Infrastructure	Secure City Cybersecurity	Pavement, Fire, EOC, Transit Capital Improvements	Regional Wastewater Facility Capital Improvements	Microgrid Electrical Service for Major Development	Climate Smart American Cities Climate Challenge		Increase in SJC Air Service	Lowering PG&E Exit Fees for Clean Energy		

# Preliminary BeautifySJ Roadmap - 2021

Program Priorities	Projects & Initiatives				
Encampment Trash Program	Build Program Management and Assessment Capacity	Workflow development and refinement	Optimize & align skillsets, field conditions, and service-level needs	Refine geographic service to achieve equitable outcomes	
Illegal Dumping (RAPID)	Program Assessment	Research and develop performance outcome metrics & align to BSJ			
Anti-Litter/ Anti-Graffiti	Program Assessment	Workflow development and refinement	Research and develop performance outcome metrics		
Interagency Coordination	Finalize Caltrans Agreement	Develop Comprehensive Creek Strategy with VW	Implement & Operationalize UPRR MOU	Initiate Collaboration with VTA, County, PG&E	
Education and Enforcement	Assess needs and organizational capacity	Research and develop performance outcome metrics & align to BSJ			
Data Infrastructure & Information Mgmt	Develop/refine outcome-based performance measures	Develop benchmarks	Integration of Housing Salesforce data into PW Enterprise	Integrate & align direct service-related activities and intake systems	
Encampment Outreach	Build data collection system to understand outreach impact	Design evaluative framework			



# *Outputs ➡ Outcomes – A Clean City*

- ❖ BeautifySJ 2021 Roadmap Priority
- ❖ Initial measurement activities focused on right location, right service, right frequency of Encampment Trash Program (inputs/outputs)
- ❖ Evaluative framework designed for Encampment Trash Program, including amount of bulky items, presence of scattered trash, and volume of trash (baseline conducted November 2020)
- ❖ Next set of measurement activities to focus on illegal dumping, anti-litter, interagency properties, and outputs to outcomes
- ❖ Recognize BeautifySJ Program outcomes are reliant on other programs, e.g. housing/homeless, behavioral services, education/enforcement

Bottom Line—Visually clean conditions across the City are the true outcome

## *Next Steps January – June 2021*

- ❖ Refine cost and investment options for current year and 2021-22 Budget
- ❖ Continue delivering zone-based encampment trash services
- ❖ Consider extensions to staff redeployments (Service 1.0)
- ❖ Determine citywide program integration into PRNS
- ❖ Continue implementation and refinement of encampment protocols
- ❖ As resource are available, advance education/enforcement, interagency agreements, encampment outreach and behavioral health services

# People-Focused Service Delivery with Virtual Problem-Solving & Innovation



## Executive Sponsors

Jim Ortbal    Jon Cicirelli    Jacky Morales-Ferrand

Rick Scott	Sarah Zarate	Paul Pereira	Irma Montes
Neil Rufino	Amory Brandt	Jeff Gomez	Armando Ortiz
Olympia Williams	Lua Nguyen	Sarah Steele	Jay Van Bilijouw
Ragan Henninger	Vanessa Beretta	Jon Gire	Ed Ramirez
Leanna Huynh	Colin Heyne	John Carbaugh	Alex Toscano

Tracy Tisbo	Tracey Keifer	Ray Ortiz	Jose Hernandez
Eric Uldrick	Jose Castaneda	Jose Avalos	Stephen Sorakubo
Juan Avila	David Leath	Robert Sotelo	Nguyet Vu
Pam Savage	Jesus Gomez	Daniel Mulligan	Jeff Scott
Santos Armendariz	Mario Libador	Spiros Kolomvotos	
Jesse Chavez	Sanjay Krishnaswamy		



# Council Feedback

# Public Input