



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Lee Wilcox  
Jacky Morales-Ferrand

**SUBJECT:** COUNTYWIDE COMMUNITY  
PLAN TO END HOMELESSNESS  
STATUS UPDATE

**DATE:** September 17, 2019

Approved

*James Roguie*

Date

9-17-19

## INFORMATION

On April 29, 2019, staff from City Manager's Office and Housing Department, together with Santa Clara County staff, presented on the state of homelessness in Santa Clara County and the City of San José at the Joint City-County Meeting on Homelessness. The presentation provided elected officials and the general public with an overview of:

- a) Successes and progress made over the last five years resulting from intergovernmental, cross-sector collaboration including enhancements to the supportive housing system, homelessness prevention, rapid rehousing, permanent supportive housing, transitional housing, coordinated assessments and data entry into the Homeless Management Information System (HMIS), emergency shelter and interim housing, and outreach and engagement programs;
- b) Major challenges in the county and region that continue to exasperate the problem; and
- c) Planning and community engagement process for the update to the countywide *Community Plan to End Homelessness*.

The purpose of this memorandum is to provide further process details for Item c: the planning and community engagement process to update the countywide *Community Plan to End Homelessness*.

### **Background**

Nearly five years ago, the City Council adopted the *Community Plan to End Homelessness in Santa Clara County (2015-2020)* ("Community Plan"), which was developed collaboratively by representatives of community-based service organizations, local government, philanthropy, business, healthcare, and people with lived experience. Since the plan's adoption, partners have worked collectively to achieve several notable accomplishments, including:

- In 2016, Santa Clara County passed Measure A, the \$950,000,000 affordable Housing Bond. After only two years of implementation, \$234,180,000 was committed to build 1,437 new apartments and renovate 484 apartments in 19 housing developments in Cupertino, Gilroy, Milpitas, Morgan Hill, San José, and Santa Clara. In addition, a \$25,000,000 first-time homebuyer program was launched.
- From 2015 through 2018, the Supportive Housing System helped 6,937 homeless households return to safe and permanent housing.
- Through the combined resources of the Packard Foundation, Sunlight Giving, Google.org, City of San José, City of Santa Clara, City of Morgan Hill, and County of Santa Clara, \$4,200,000 was raised to launch a two-year homelessness prevention system pilot facilitated by Destination:Home. As of July 2019, 841 families and individuals at imminent risk of homelessness were able to remain in their home or found a new home.
- In 2018, Cisco Systems made a \$50,000,000 commitment to Destination:Home to build extremely low-income and supportive housing in Santa Clara County, fund homelessness prevention programs—such as employment training and rental assistance—improve the technology and data collection used by organizations helping homeless populations, and fund other promising practices. These funds were also used to award the City \$500,000 to create an affordable housing planning position to support the development of permanent supportive housing and extremely low income housing in the City of San José.
- In 2018, Destination:Home created the Lived Experience Advisory Board (LEAB). LEAB is a leadership development body consisting of members with current or past experience of homelessness. Members use this platform to learn about and evaluate the system of care and to make recommendations for improvement.

As the timeframe for the first Community Plan ends, the Santa Clara County Continuum of Care (CoC) has embarked on a new community process to build the plan for the next five years. The CoC Board membership includes: Jacky Morales-Ferrand, City of San Jose Housing Department; Katherine Harasz, Santa Clara County Housing Authority; Jennifer Loving, Destination:Home Silicon Valley; Joe John Roberts, People Assisting the Homeless (PATH); Louis Chicoine, Abode Services, Jan Bernstein Chargin, Gilroy Compassion Center; and a vacant County of Santa Clara position.

### **Updating the Community Plan – Strategic Planning and Community Engagement Process**

The Santa Clara CoC, supported by HomeBase, a nonprofit dedicated to addressing homelessness and its root causes, began planning for a new five-year strategic plan to prevent and end homelessness in Santa Clara County over the summer of 2019. It is anticipated that the community engagement and plan development will continue through early 2020 (Figure 1).

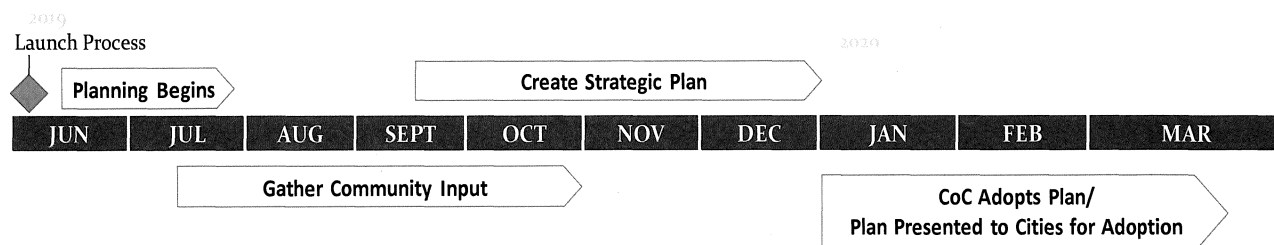


Figure 1 Community Plan Development Timeline

The CoC is dedicated to developing a plan through an inclusive, community-based planning process and is structuring plan development to: a) involve a wide array of stakeholders, b) consider local data on need and existing service performance, c) ensure alignment with existing local efforts, and d) foster local partnership formations and enhancements. HomeBase is supporting this process by helping develop strategies to address identified gaps, build on existing strengths, and leverage opportunities for cross-system collaboration to achieve collective impact.

To accomplish this, the community engagement process is structured around three key pillars, the feedback of which will inform countywide strategies. The three pillar framework includes:

- I. Improving and Expanding the Supportive Housing System**  
 This includes increasing the reach, capacity, and performance of permanent housing interventions, as well as homelessness prevention programs.
- II. Addressing the Root Causes of Homelessness through System and Policy Change**  
 This includes addressing system and policy changes needed to prevent homelessness due to economic dislocation, reduced safety net, failed housing policy, mass incarcerations, and structural racism.
- III. Improving Quality of Life for Unsheltered Individuals and Creating Healthy Neighborhoods for All**  
 This includes meeting the basic needs of people living in unsheltered conditions (including temporary housing programs), and addressing community concerns regarding the impacts of unsheltered homelessness.

*Advancing the Strategic Planning Process*

A Community Plan Steering Committee, comprised of the CoC Board, a representative from LEAB, and representation from the City of San José and the County of Santa Clara, is helping guide the vision and goals for the plan framework, as well as provide feedback on workplans and community engagement. To support the Steering Committee vision and help manage and implement the planning process, a Community Plan Working Group is meeting bi-monthly. The Working Group is made up of representatives from the City of San José, County of Santa Clara,

Destination:Home, non-profit service providers, and housing staff from the cities of Mountain View and Morgan Hill.

Lastly, Lead Agencies (who are also represented in the Working Group) are helping frame the existing system and resources for individual pillars. The City of San José is the Lead Agency for the plan's third pillar, Improving Quality of Life for Unsheltered Individuals and Creating Healthy Neighborhoods for All. To drive the strategy development for this pillar, the City Manager's Office leads a Pillar 3 group—made up of City of San José staff, as well as staff from Mountain View and Morgan Hill—and is facilitating or participating in various community engagement opportunities. The following Lead Agencies support each Pillar:

**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 coordination: Destination:Home
- Safety net programs: Office of Supportive Housing and County Executive Office
- Housing and land use policy: City of San Jose 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 Jose City Manager's Office
- Participation from other cities
- Support from County Office of Supportive Housing

*Figure 2 Pillar Lead Agencies*

*Community Engagement Opportunities in Fall 2019*

The Community Plan's Steering Committee, Working Group, and Pillar Lead Agencies all recognize that robust community engagement is critical to ensuring diverse feedback, and to increase buy in and investment in the plan. To that end, a multi-pronged community engagement strategy was developed and is currently underway. Community engagement opportunities are being facilitated by HomeBase, as well as by the Lead Agencies and include:

- Subject Matter Expert Stakeholder Meetings (August and September)  
Topic Focus: Families, Single Adults, Youth/Young Adults, Domestic Violence
- Consumer and Community Engagement through Various Meetings and Focus Groups  
Including: Individuals with lived experience/Neighborhood and Business Associations  
(September/October)

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- Key Stakeholder Interviews (September/October)  
Topic Focus: Lived Experience/Healthcare/Business/Philanthropy/  
Government/Education
- Surveys to Solicit Consumer, Provider, and Community Member Feedback (October)
- Community Meetings in North, Central and South County (October)

Participation through all community engagement opportunities is essential to draft a comprehensive plan. To ensure robust participation, the Housing Department will take a lead role in event and survey promotions. It is especially important to encourage participation in one of the broad Community Forums. If residents are unable to participate in any of the forums, we will encourage participation in a survey format.

The dates and locations for the community meetings are as follows:

**South County Meeting**

Wednesday, October 2<sup>nd</sup>

6:00 – 8:00 P.M.

Community Solutions, 9015 Murray Ave #100, Gilroy

Please register at: <http://southcountymeeting.eventbrite.com/>

**Central County Meeting**

Thursday, October 3<sup>rd</sup>

6:00 – 8:00 P.M.

Roosevelt Community Center, 901 E. Santa Clara St, San Jose

Please register at: <http://centralcountymeeting.eventbrite.com/>

**North County Meeting**

Thursday, October 10<sup>th</sup>

6:00 – 8:00 P.M.

Silicon Valley Community Foundation, 2440 W. El Camino Real #300, Mountain View

Please register at: <http://northcountymeeting.eventbrite.com/>

In addition to the above, the Housing Department and City Manager's Office are meeting with local community stakeholders, and will continue to do so over the next eight weeks. But our engagement is not only externally focused. The City Manager's Office is also placing much emphasis on understanding the needs, challenges, and strengths of our own internal community—our City Departments. In August, the City Manager's Office hosted a meeting with various city departments impacted by homelessness issues—including, Parks, Recreation, and Neighborhood Services, Environmental Services, Fire, Police, Library, Housing, Transportation, Office of Economic Development, and Emergency Management—as well as city contractors of homeless services, to conduct an analysis of strengths, weaknesses, opportunities, and threats

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(SWOT Analysis). Responses from this exercise are helping inform both the Community Plan strategies, as well as improvements to our own internal system.

Following adoption of the new Community Plan by the CoC, County of Santa Clara, and the City of San José and other cities across the county, the City Manager's Office will work to design a San José specific workplan that is aligned with the broader Community Plan goals and strategies.

The City Manager's Office and Housing Department are excited to work with our partners across the county to advance solutions to ending homelessness. These efforts cannot be done in isolation, and require the assistance of our elected body and staff. Should any council members be interested in 1:1 briefings, we would welcome the opportunity to discuss the planning and community engagement process in more detail.

/s/

LEE WILCOX

Chief of Staff

Office of the City Manager

/s/

JACKY MORALES-FERRAND

Director

Housing Department

For questions, please contact Sarah Zárate, Assistant to the City Manager, City Manager's Office of Administration, Policy and Intergovernmental Relations, at (408) 535-5601.

Attachment: Santa Clara County Community Plan to End Homelessness Community-wide Meetings Flyer

# Santa Clara County Community Plan to End Homelessness Community-wide Meetings

Be a part of creating our five-year roadmap to guide the County, nonprofits, cities, and other community members as they make decisions about funding, programs, and needs!

Please join us to learn more about the community plan and provide input on what services and resources are needed to serve people experiencing homelessness in our county.

**South County Meeting:** Wednesday, October 2nd - 6pm to 8pm  
Community Solutions, 9015 Murray Ave #100, Gilroy  
Please register here: [southcountymeeting.eventbrite.com](https://southcountymeeting.eventbrite.com)

**Central County Meeting:** Thursday, October 3rd - 6pm to 8pm  
Roosevelt Community Center, 901 E Santa Clara St, San Jose  
Please register here: [centralcountymeeting.eventbrite.com](https://centralcountymeeting.eventbrite.com)

**North County Meeting:** Thursday, October 10th - 6pm to 8pm  
Silicon Valley Community Foundation  
2440 W El Camino Real #300, Mountain View  
Please register here: [northcountymeeting.eventbrite.com](https://northcountymeeting.eventbrite.com)

Your participation is important to the planning process –  
we want to make sure that no voices are left out!

**All meetings are free and open to all community members.**

Spanish and Vietnamese interpretation will be available upon request.

**Questions?** Contact us at [communityplanscc@homebaseccc.org](mailto:communityplanscc@homebaseccc.org) or call us at 415-788-7961



Hosted by the Santa Clara County Continuum of Care, in partnership with the City of San José, the County of Santa Clara Office of Supportive Housing, Destination: Home, and other community stakeholders.