



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Leslye Krutko

SUBJECT: SEE BELOW

DATE: November 17, 2008

Approved

Date

11-20-08

COUNCIL DISTRICT: City-wide
SNI AREA: NA

SUBJECT: APPROVAL OF ACTIONS RELATED TO DESTINATION: HOME, THE COUNTYWIDE EFFORT TO PREVENT AND END HOMELESSNESS IN OUR REGION, INCLUDING APPROVAL OF A FISCAL SPONSORSHIP AGREEMENT BETWEEN THE CITY, SANTA CLARA COUNTY, AND THE UNITED WAY, FUNDING FOR AN EXECUTIVE DIRECTOR, AND FUNDING FOR TWO ONE-STOP CENTERS

RECOMMENDATION

It is recommended that the City Council adopt a resolution:

- a) Approving the Fiscal Sponsorship Agreement between the City of San José, the County of Santa Clara, and the United Way Silicon Valley (United Way) which designates the United Way as the fiscal sponsor of Destination: Home and sets forth the parameters of this relationship.
- b) Approving a grant for up to \$200,000 to the United Way to pay for the initial 18 months of salary and related benefits for an Executive Director of Destination: Home.
- c) Approving a grant of up to \$152,520 to the Emergency Housing Consortium (EHC) – Lifebuilders for staffing, client assistance, and furniture for the One-Stop Homeless Prevention and Service Center (One-Stop Center) to be located at the Boccardo Reception Center, 2011 Little Orchard St., San José.
- d) Approving a grant of up to \$291,000 to InnVision (InnVision) the Way Home for staffing and operating costs for the One-Stop Homeless Prevention and Service Center (One-Stop Center) to be located at the Georgia Travis Center, 297 Commercial St., San José.
- e) Authorizing the Director of Housing to negotiate and execute all necessary documents.

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OUTCOME

Destination: Home is a collaboration of private and public partners with the common goal of ending homelessness in Santa Clara County. This memorandum seeks approval for several actions that further Destination: Home's goal of ending homelessness. Approval of the described recommendations will result in the following outcomes:

Governance

- 1) Approving the attached Fiscal Sponsorship Agreement between the City, Santa Clara County, and the United Way will have two significant outcomes:
 1. Formalizing the relationship between the three entities as it pertains to their cooperative efforts to end chronic homelessness; and
 2. Formalizing the United Way's role as Destination: Home's fiscal agent and subsequently create a vehicle to collect and disburse funds. This vehicle is critical to Destination: Home's ability to fundraise for programs necessary to end and prevent homelessness.
- 2) Approval to fund the initial 18 months of salary for an Executive Director for Destination: Home will expedite the implementation of the plan to end homelessness in Santa Clara County that was developed by the Blue Ribbon Commission (BRC) to end Homelessness and Solve the Affordable Housing Crisis. The Executive Director will be singularly tasked with implementing the BRC's recommendations and will therefore be able to move the initiatives forward at an accelerated rate.

Destination: Home Initiatives

- 3) The development of one-stop homeless prevention and service centers was one of the first priorities identified by the BRC. By funding the first year of the two one-stop centers from the City's Housing Trust Fund, homeless and at-risk residents would begin to immediately benefit from the co-located services offered at these sites while a long-term funding source is established.

BACKGROUND

In 2007, the BRC, co-chaired by San José Mayor Reed and Santa Clara County Supervisor Gage, was created to provide a top-flight community leadership group to provide direction and support for a comprehensive approach to ending chronic homelessness in ten years. Although there is a Collaborative on Affordable Housing and Homeless issues comprised of nearly 250 agencies in the county that are doing exceptional work, a dedicated group was needed to provide leadership and policy direction. The BRC stepped up to fill this gap and provide the leadership direction and support needed to have a real impact on homelessness in Santa Clara County.

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In support of the BRC's efforts, throughout 2007, a series of working groups made up of stakeholders from government, nonprofit, and business based organizations met regularly to develop recommendations for policy and programmatic changes to create a more effective homeless delivery system. In 2008, Destination: Home was created to facilitate the implementation of the BRC's recommendations.

To facilitate Destination: Home's success, an Executive Committee, co-chaired by the Director of the City's Housing Department and a Deputy County Executive, was charged with ensuring progress on the BRC's programmatic/service strategies. The Executive Committee's efforts are supported by staff from both the City and the County, each of whom has been dedicating a percentage of their time to implementing the strategies. In addition, last spring the Executive Committee hired a full-time Program Manager, funded by the County through the end of the calendar year, responsible for providing communications to Destination: Home and the community at large, administrative assistance, and coordination support, along with other key roles.

Destination: Home has made tremendous progress in both moving the BRC's recommendations forward and creating an infrastructure to ensure that its success continues, as described below:

Governance

- 1) Governance Structure: Destination: Home is not intended to duplicate the existing social service delivery system. However, in order to set policy, provide strategic and tactical direction, and manage the county-wide effort to end homelessness, it needs to have structure. Therefore, after significant research on models of similar efforts and feedback from local stakeholders, including the countywide homeless Collaborative, Destination: Home developed an inclusive governance structure as described in Attachment A.

Destination: Home Initiatives

- 2) Respite Center: This October, a 15-bed Respite Center was opened at the Boccardo Reception Center. Fully funded by a consortium of local medical providers, the Respite Center not only provides a safe and clean environment for homeless patients to recover once they are discharged from the hospital, but also provides a venue for them to connect to the services and benefits that will assist them to quickly move into permanent housing. While recuperating, Respite Center clients will have access to counselors who will help them the obtain government benefits for which they are qualified, mental health and substance abuse services, medical care, and assistance in finding and obtaining housing.
- 3) One-Stop Centers: This fall, two One-Stop Centers will open – one targeted to long-term chronic homeless adults at EHC's Boccardo Reception Center, and the second at InnVision's Georgia Travis Center targeted towards homeless families and adults who are at-risk of becoming homeless or have only been homeless for a short period of

time. In its recommendations, the BRC recommended the creation of a single One-Stop Center. However, after further analysis, Destination: Home determined that the needs of the two broad categories of homeless residents are disparate enough to warrant separate centers to ensure both client comfort and appropriate service offerings. The sites for the One-Stop Centers were selected because of their familiarity to the area's homeless and at-risk residents, the breadth of services already being offered, and their physical capacity for additional service providers and clients.

ANALYSIS

To support Destination: Home's progress towards ending chronic homelessness, the following is recommended:

Governance

- 1) Fiscal Sponsorship Agreement: Approval of the Fiscal Sponsorship Agreement between the City, Santa Clara County, and the United Way will designate the United Way as the fiscal agent for Destination: Home. Because of its leadership role in improving the region's health and human care environment and its proven success in both procuring funds and acting as a steward for such funds, the United Way is the ideal agency for the role of fiscal agent. Under the Fiscal Sponsorship Agreement, the United Way agrees to receive and manage grants, contributions, and gifts to be used for housing and services to the County's homeless and at-risk residents on the behalf of Destination: Home. The Destination: Home Executive Committee will provide written direction to the United Way as to the use of these funds. To cover expenses incurred in the administration of the Destination: Home funds, the United Way will receive a fee of 10% of each contribution, not to exceed \$75,000 annually.
- 2) Executive Director Position: In order to expedite the implementation of Destination: Home's initiatives to end chronic homelessness, it is recommended that \$200,000 from the Housing Trust Fund be granted to the United Way to be used to hire an Executive Director for up to 18 months. This initial allocation will enable Destination: Home to hire a fulltime Executive Director immediately while an alternative long-term funding source is being developed. The Executive Director's responsibilities will include:
 - a. Providing leadership and vision for the implementation of the BRC's recommendations and serve as the face of Destination: Home;
 - b. Directing, coordinating, and/or facilitating the work of multiple work teams across different jurisdictions and organizations;
 - c. Developing collaborative relationships at the local, regional, State, and federal level, that help lead to the goal of ending homelessness;
 - d. Developing project plans and prioritizing actions to ensure that the BRC's recommendations are implemented in a timely and successful manner, and oversee the delivery of projects and programs; and

- e. Developing a funding plan and seeking funding for the implementation of the initiatives.

Destination: Home Initiatives

- 3) One-Stop Center at the Boccardo Reception Center: In support of the countywide plan to end chronic homelessness, it is recommended that \$152,520 from the Housing Trust Fund be granted to EHC for 1) facility renovations and upgrades to the Boccardo Reception Center to prepare it for use as a One-Stop Center for chronically homeless adults; and 2) staff, overhead, and program costs for the first year of operation of the One-Stop Center. Although the Boccardo Reception Center currently operates as a multi-service facility, accommodating the expanded services to be provided at the One-Stop Center will require facility renovations and upgrades including the purchase and installation of updated phone, IT, and public address systems, and cubicles for the additional supportive service staff. Additionally, in order to immediately begin the co-location of services that chronic homeless adults need to access stable, permanent housing, EHC plans to 1) reallocate part of an Employment Specialist's time to the One-Stop Center, and 2) establish a Barrier Elimination Fund to use for small items such as California IDs, credit checks, and application fees that can become barriers to getting homeless clients housed, both of which will be covered under the recommended grant.
- 4) One-Stop Center at the Georgia Travis Center (GTC): In order to ensure that homeless families, recently homeless individuals, and persons at-risk of becoming homeless are able to access, in one location, all of the services they need to become permanently housed, it is recommended that \$291,000 from the Housing Trust Fund be granted to InnVision for the first year of operations of a One-Stop Center at GTC. Since 1992, GTC has served as a drop-in center primarily serving single women and children, and more recently, intact families through a variety of programs including the City-funded Housing Services Partnership. However, in order to operate the One-Stop Center efficiently and effectively InnVision will need to hire several new staff including a Program Manager, a Needs Assessment Worker, and a Receptionist, relocate existing staff, and provide for related operating costs, all of which will be covered under the recommended grant.

EVALUATION AND FOLLOW-UP

The Destination: Home initiatives will be watched closely to ensure that regular progress is being made towards the goal of ending homelessness. More specifically, the individual initiatives will be evaluated using performance measures with data collected via the Homeless Management Information System (HMIS) that indicate if homeless clients become and remain housed, gain access to government benefits, and obtain other services as appropriate. In addition, the impact the initiatives have on reducing the number of homeless individuals will be tracked via the homeless count done every two years and the utilization of services documented in HMIS.

PUBLIC OUTREACH

This memo will be posted to the City Council Agenda via the City's website; however, the recommended action is under \$1 million and therefore will not require the additional notifications as shown below.

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater.
(Required: Website Posting)
- Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. (Required: E-mail and Website Posting)
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. (Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)

COORDINATION

This report has been prepared in coordination with the Office of the City Attorney.

FISCAL/POLICY ALIGNMENT

Funding for this proposal is consistent with the Council approved Budget Strategy memo adopted on February 4, 2003; with the 10-Year Homeless Strategy to End Chronic Homelessness, approved by the City Council on September 9, 2003; and with the Final Report on the Blue Ribbon Commission on Homelessness, approved by the City Council on March 11, 2008.

COST SUMMARY/IMPLICATIONS

There are no fiscal impacts to the City arising from this proposal. Funding is from the Housing Trust Fund (Fund 440). Attachment B provides budget details for the recommended actions.

Total Recommended Funding	
Destination: Home Executive Director	\$200,000
One-Stop Center at the Boccardo Reception Center	\$152,521
One-Stop Center at the Georgia Travis Center	\$291,000
Total	\$643,521

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BUDGET REFERENCE

Fund #	Appn #	Appn. Name	Total Proposed Appn	Amt. for Contract	Proposed Budget Page	Proposed Budget Action (Date, Ord. No.)
440	2453	Housing and Homeless Projects	\$2,348,605	\$643,521	XI-45	10/21/08 (28422)

CEQA

N/A (Not a project)


LESLYE KRUTKO
Director of Housing

For questions please contact Leslye Krutko, Director of Housing, 535-3851.

Destination: Home
Draft Governance Structure
October 2008

OUR PLACE IN THE COMMUNITY

Destination: Home brings together partners who seek to end homelessness in Santa Clara County by 2012.

MEMBERSHIP

Leadership Team

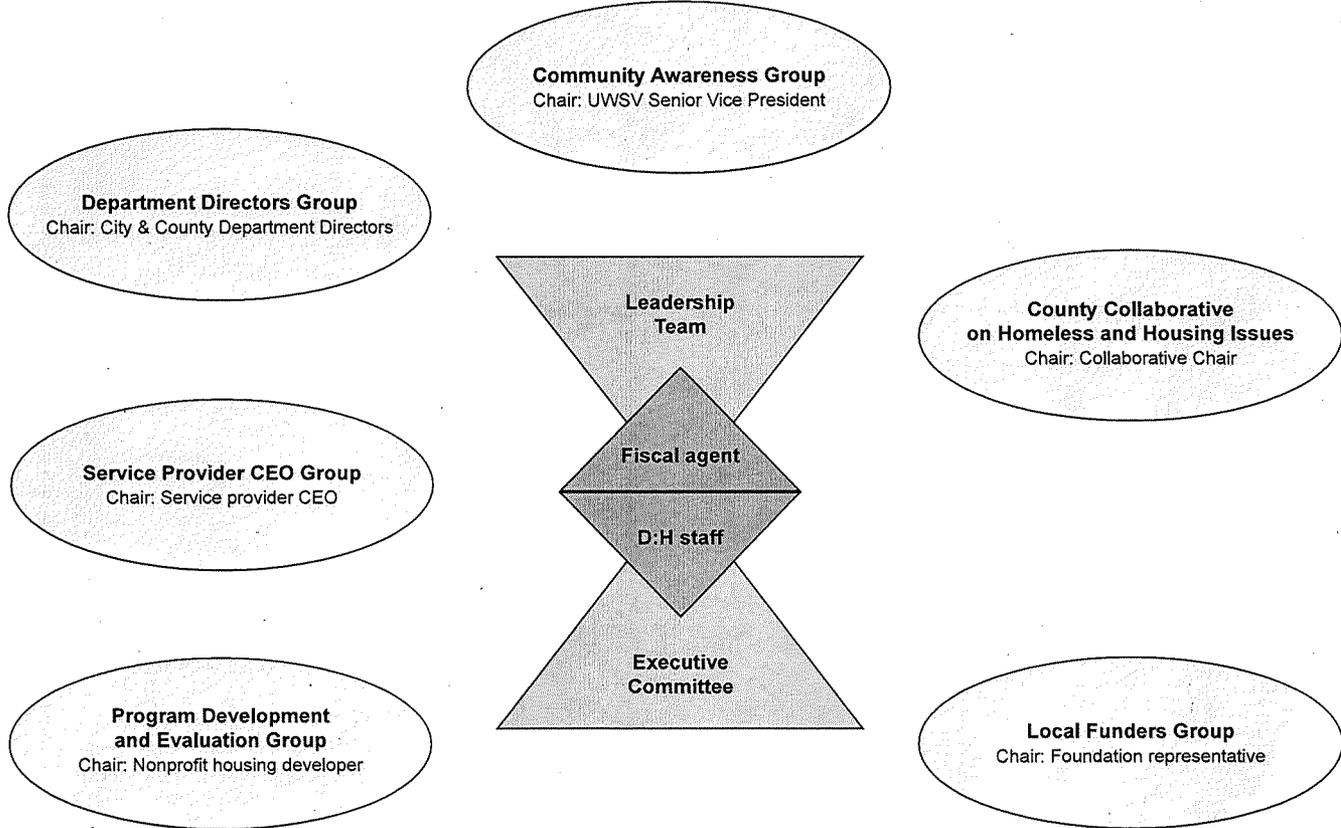
County Supervisor - co-chair
Mayor of San Jose - co-chair
Santa Clara County Executive
Housing Authority Executive Director
United Way Silicon Valley President
Community Foundation President
(2) geographically-balanced representatives from the Santa Clara County Cities Association
Representation from the business community

Executive Committee

San Jose Department of Housing Director - co-chair
Deputy County Executive - co-chair
United Way Silicon Valley Senior Vice President
County Collaborative Chair
Housing Authority Deputy Executive Director
(1) member at-large
Ex-officio: Destination: Home Executive Director

Destination: Home Staff

Destination: Home Executive Director
Destination: Home Program Manager
County Homeless Services Coordinator
City of San Jose: Homeless Program Manager
Hospital Council representative



The **Leadership Team** *represents* the community wide effort to end homelessness
The **Steering Committee** *manages* the community wide effort to end homelessness
The **Collaborative** *implements* the community wide effort to end homelessness

Budget Details

Destination: Home Executive Director	
Salary & Benefits (18 month period)	\$200,000

One-Stop Center at the Boccardo Reception Center	
Facility renovations & Upgrades	\$ 99,803
Personnel	\$ 20,714
Barrier Elimination Fund	\$ 24,000
Administrative Expenses	\$ 8,004
Total	\$152,521

One-Stop Center at the Georgia Travis Center	
Personnel	\$169,000
Operational Costs	\$ 12,000
Occupancy	\$ 72,000
Overhead	\$ 38,000
Total	\$291,000

Total Recommended Funding	
Destination: Home Executive Director	\$200,000
One-Stop Center at the Boccardo Reception Center	\$152,521
One-Stop Center at the Georgia Travis Center	\$291,000
Total	\$643,521