



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Leslye Corsiglia

**SUBJECT:** SEE BELOW

**DATE:** September 12, 2011

Approved

Date

9-23-11

**COUNCIL DISTRICT:** City-wide  
**SNI AREA:** NA

**SUBJECT: APPROVAL OF FUNDING FOR DESTINATION: HOME CASE MANAGERS AND THE CONTINUATION OF THE DOWNTOWN HOMELESS OUTREACH PROGRAM**

## RECOMMENDATION

Adopt a resolution:

- (a) Approving and authorizing the Director of Housing to negotiate and execute documents for a grant of up to \$300,000 to the Health Trust (the fiscal sponsor of Destination: Home) to cover the costs associated with three case managers who will provide intensive case management services to chronically homeless households; and
- (b) Approving and authorizing the Director of Housing to negotiate and execute documents for a grant of up to \$170,000 to EHC Lifebuilders (EHC) for the implementation of the San José Downtown Homeless Outreach and Shelter program.

## OUTCOME

This memorandum seeks approval to fund two programs that will further the City's ability to reach its goal of ending chronic homelessness as follows:

1. Approval of funds for the Health Trust for three new case managers will enable chronically homeless residents to receive the support they need to obtain and maintain permanent housing; and

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2. Approval of funds for EHC LifeBuilders' Downtown Outreach and Shelter program will enable this successful program to continue assisting homeless persons to move off the streets and respond to concerns of Downtown workers and residents.

## **BACKGROUND**

### Destination: Home Case Managers

In 2007, Mayor Reed and County Supervisor Don Gage jointly chaired the Blue Ribbon Commission on Ending Homelessness and Solving the Affordable Housing Crisis (BRC) with the goal of providing countywide leadership to end homelessness in Santa Clara County. In 2008, Destination: Home was formed as a public-private partnership to implement the BRC's recommendations.

On February 17, 2011, Destination: Home and the Santa Clara County Collaborative on Affordable Housing and Homeless Issues joined the national 100,000 Homes Campaign on behalf of Santa Clara County. Using a health-focused strategy, this national campaign seeks to house 100,000 of the nation's most long-term and vulnerable homeless individuals by July 2013, with 1,000 of those persons being housed through Santa Clara County's local Housing 1000 campaign. In June 2011, Destination: Home completed the first stage of the Housing 1000 campaign by surveying almost 1,000 homeless residents to assess their mortality risk. The results of these surveys will be used to prioritize the provision of housing and case management services.

One of the components of the Housing 1000 Campaign is the "HUB Model" - an assessment and case management system charged with coordinating the care of the county's most vulnerable and long-term homeless residents, as identified through the Housing 1000 surveys. Under the HUB Model, a coordinator provides the planning and coordination necessary to secure services for HUB clients, while case managers work with each client individually to identify their needs, ensure that they receive and utilize the specific services and assistance that will address these needs, and ultimately assist them in obtaining and maintaining housing.

### EHC LifeBuilders Downtown Homeless Outreach Program

An increase in complaints over the last year about homeless people impacting the Downtown business community has highlighted the lack of an outreach component to the County's homeless services' system. At one time, the Housing Department had a staff person whose job description included providing outreach to homeless persons on the street who were reported as needing assistance. During the same period, the Police Department had a liaison officer who was charged with addressing reported issues involving homeless persons. Unfortunately, both positions were cut due to budgetary constraints.

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On January 25, 2011, the Council approved the use of \$29,740 of reallocated federal Emergency Shelter Grant (ESG) funds and \$51,118 from the City's Housing Trust Fund to fund EHC for the administration of a five-month homeless outreach program targeted to residents in San José's downtown.

In February of this year, EHC began implementing the downtown homeless outreach program with the goal of providing outreach to homeless residents living in San José's downtown and connecting them with services available at the two One Stop Homelessness Prevention Centers, including providing transportation to the Centers. Additional components of the program include a hotline for community members to request assistance for homeless persons residing in the downtown area and reserved shelter beds at EHC's Boccardo Regional Reception Center.

## ANALYSIS

### Destination: Home Case Managers

The HUB Model differs in several respects from other case management programs currently serving the county's homeless residents:

1. Although the HUB Coordinator will work under the general direction of the County Director of Homeless Systems, the model will work virtually across private and public agencies as needed to most effectively serve homeless clients. In accordance with this virtual approach, Destination: Home is using an RFP process to select multiple agencies to house the HUB Coordinator and Case Manager positions;
2. The positions associated with the HUB Model will not be tied to any particular program, facility, or housing, which allows the case managers and coordinator the freedom to cross agencies, disciplines, and sectors to provide their clients with the specific services that will help them obtain and maintain housing; and
3. The HUB Model case managers will have case loads of no more than 20 clients at a time, much lower than the vast majority of existing case management programs, to allow for intensive individualized attention.

Unfortunately, the aspects of the HUB Model that make it so unique and ripe for success are also the reasons why it does not qualify under many traditional funding sources. Therefore it is an ideal use of the City's Housing Trust Fund monies. The requested Housing Trust Fund grant would pay for three intensive case managers including salary, benefits, agency overhead, and program expenses such as client rental deposits. The Housing Trust Fund grant combined with \$125,000 already secured by Destination: Home for the Coordinator position will allow Destination: Home to launch the HUB Model.

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### Downtown Outreach Program

In its short period of existence, EHC's Downtown outreach program has proven successful on several levels:

- Downtown businesses are pleased that homeless people are being assisted rather than sleeping on their doorsteps;
- Community members have a venue to voice their concerns about homeless residents in San José's Downtown; and
- Homeless residents are being housed.

More specifically, since it began, the program has made 723 contacts with homeless persons including providing 79 persons with case management and placing 11 chronically homeless individuals into permanent housing.

Unfortunately, the limited time span for which the outreach program was originally funded made it difficult to identify sources other than the Housing Trust Fund to ensure continuation of the program. Therefore, the recommended Housing Trust Fund grant would allow the outreach program to continue for an additional year while alternative funding is sought.

The proposed grant funds would pay for: one full-time Senior Outreach Case Manager; two half-time Outreach Workers; five shelter beds a night; transportation to the shelter or housing appointments for those staying in the shelter; and bus tokens or transit passes as needed. The Housing Trust Funds will continue to be supplemented by funding from Boston Scientific and the San José Alviso Legacy Youth Foundation for youth outreach, which allows for additional staff time in the Downtown, and in-kind donations for outreach kits.

### EVALUATION AND FOLLOW-UP

The Housing Department will update the Council on Destination: Home's case management program and EHC's Downtown outreach program activities and accomplishments along with its annual homeless update to the Community and Economic Development Committee.

### POLICY ALTERNATIVES

In reaching the recommendation spelled out above, the following alternative was also considered:

**Alternative #1:** The City could choose not to fund the case managers and outreach program.

**Pros:** The City could provide the funds for alternative uses.

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**Cons:** San José's homeless residents would not have access to the services they need to end their homelessness and the City's downtown business and residents would not have a venue to voice their concerns.

**Reason for not recommending:** Both programs support the City's and Destination: Home's goals of ending homelessness.

### **PUBLIC OUTREACH**

- 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)

This memorandum does not meet any of the above criteria, however it will be posted on the City's website for the October 4, 2011, Council agenda.

### **COORDINATION**

The funding recommendations were approved by the City's Housing and Community Development Advisory Commission, as the advisory body for the Housing Trust Fund, at its August 11, 2011, meeting.

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 10-Year Homeless Strategy to End Chronic Homelessness, approved by the Council on September 9, 2003; the Final Report of the Blue Ribbon Commission on Homelessness, accepted by the Council on March 11, 2008; and Destination: Home's Theory of Change Model, accepted by the Council on April 5, 2011.

**COST SUMMARY/IMPLICATIONS**

There are no fiscal impacts to the General Fund arising from this proposal. Funding is from the Housing Trust Fund (Fund 440).

<b>Total Recommended Funding</b>	
<b>Destination: Home Case Managers</b>	
Salary, benefits, and overhead expenses for 3 case managers	\$300,000
<b>Destination: Home Case Managers Subtotal</b>	<b>\$300,000</b>
<b>EHC's Downtown Outreach Program</b>	
Salary & benefits	\$103,240
Outreach program costs (supplies, client transportation, etc.)	\$23,354
Shelter program costs (food, occupancy, supplies, etc.)	\$11,812
Overhead/Administration	\$29,594
<b>Downtown Outreach Program Subtotal</b>	<b>\$168,000</b>
<b>Total (both programs)</b>	
	<b>\$468,000</b>

**BUDGET REFERENCE**

Fund #	Appn #	Appn. Name	Total Appn	Amt. for Contract	Budget Page	Budget Action (Date, Ord. No.)
440	3834	Destination: Home	\$400,000	\$300,000	XI-46	6/21/2011, Ord.No. 28928
440	2453	Housing & Homeless Projects	\$350,000	\$170,000	XI-46	6/21/2011, Ord.No. 28928

**CEQA**

Not a project, File No. PP10-066, Agreements/Contracts.

LESLYE CORSIGLIA  
Director of Housing

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