

May 11, 2017

MEETING NOTICE

HOMELESS ENCAMPMENT AD HOC COMMITTEE

Board Members of the Homeless Encampment Ad Hoc Committee:

Director Tony Estremera, Vice Chair
Director Richard P. Santos, Chair
Director John L. Varela

Staff Support of the Homeless Encampment Ad Hoc Committee:

Norma J. Camacho, Interim Chief Executive Officer
Melanie Richardson, Acting Chief Operating Officer
Stanly Yamamoto, District Counsel
Anthony Fulcher, Senior Assistant District Counsel
Rick Callender, Chief of External Affairs
Sue Tippetts, Community Projects Review Manager
Sue Turner, Real Estate Services Manager
Mike Cresap, Facilities Manager
Chad Grande, Field Operations Unit Manager
James Choate, Senior Field Operations Administrator
Jose Villarreal, Program Administrator
Meenakshi Ganjoo, Supervising Program Administrator

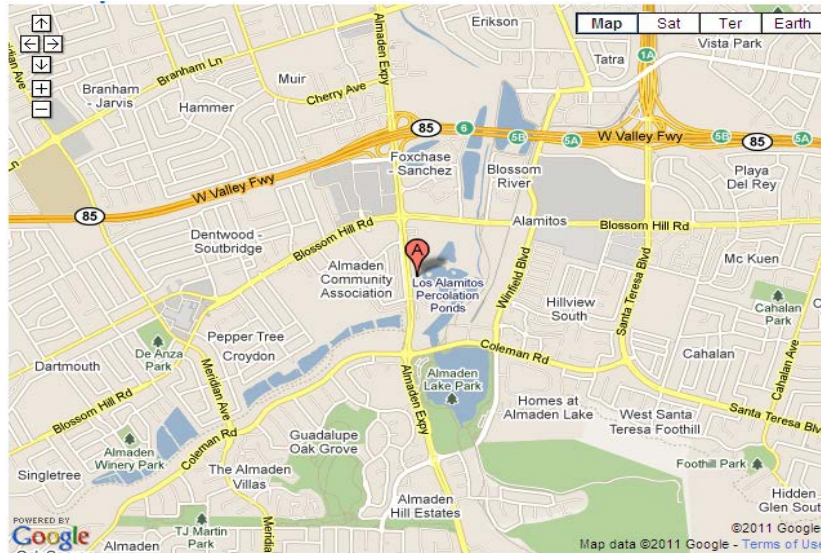
The meeting of the Homeless Encampment Ad Hoc Committee is to be held on **Monday, May 15, 2017, at 1:00 p.m.** in the Headquarters Building Boardroom located at the Santa Clara Valley Water District, 5700 Almaden Expressway, San Jose, California.

Enclosed are the meeting agenda and corresponding materials. Please bring this packet with you to the meeting.

Enclosures



**Santa Clara Valley Water District - Headquarters Building,
5700 Almaden Expressway, San Jose, CA 95118**



From Oakland:

- Take 880 South to 85 South
- Take 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Morgan Hill/Gilroy:

- Take 101 North to 85 North
- Take 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- Cross Blossom Hill Road
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Sunnyvale:

- Take Highway 87 South to 85 North
- Take Highway 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From San Francisco:

- Take 280 South to Highway 85 South
- Take Highway 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Downtown San Jose:

- Take Highway 87 - Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (first traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Walnut Creek, Concord and East Bay areas:

- Take 680 South to 280 North
- Exit Highway 87-Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

**AGENDA
 HOMELESS ENCAMPMENT AD HOC COMMITTEE**

**HEADQUARTERS BUILDING BOARDROOM
 5700 ALMADEN EXPY
 SAN JOSE CA 95118**

**MONDAY, MAY 15, 2017
 1:00 P.M.**

<p>Time Certain 1:00 p.m.</p>	<p>1. <u>Call to Order/Roll Call</u></p>
	<p>2. <u>Time Open for Public Comment on Any Item Not on the Agenda</u> <i>Comments should be limited to two minutes. If the Committee wishes to discuss a subject raised by the speaker, it can request placement on a future agenda.</i></p>
	<p>3. <u>Approval of Minutes</u> Approval of Minutes – September 21, 2016, meeting</p>
	<p>4. <u>Action/Discussion Items</u> 4.1 Recommendations Regarding District-owned Residential Rental Properties, Following District Outreach and Analysis (Melanie Richardson) Recommendations: The Committee to receive the staff recommendations presented at the April 11, 2017, Board meeting and make Committee recommendations to the full Board. The recommendations are:</p> <ul style="list-style-type: none"> A. Approve making no change to the District’s current property management practices in regards to residential rental properties (in accordance with Resolution 09-78), based upon the outreach and analysis provided by staff in response to the Board’s November 22, 2016 request regarding the use of District-owned residential rental properties; B. Approve utilizing a portion of net rental income from properties purchased through Watersheds (Fund 12) to fund the homeless encampment cleanup project and for development of a pilot program that focuses on the impacts of homeless encampments in each city where the net rental income is being utilized, with transference or reallocation to begin in Fiscal Year 2020; <ul style="list-style-type: none"> i. Up to ninety (90) percent of each FY’s net rental income will be utilized to fund the Safe, Clean Water and Natural Flood Protection Program Encampment Cleanup Project (SCW Project B4) through FY 2028; ii. Up to 10 percent of each FY’s net rental income will be utilized to develop a pilot program to help address waterway and stream stewardship impacts of homeless encampments in each city with Fund 12 District-owned residential rental properties, which will be implemented through FY 2021, at which time staff will assess the pilot program and return to the Board with a recommendation on whether to continue its implementation; and C. Direct the Capital Improvement Program (CIP) Ad-Hoc Committee to review Recommendation B’s proposed transfer from Fund 12 to Fund 26 for SCW Project B4 and the use of those Fund 12 funds for the pilot program to help address waterway and stream stewardship impacts of homelessness in light of other Fund 12 capital project funding needs; and return to the Board with a recommended annual transfer amount into SCW Project B4 to be implemented from FY 2020 to FY 2028 and for the pilot program from FY 2020 to FY 2021.

	<p>4.2 Coyote Creek Homeless Stream Stewards' Proposal for a Community Garden Partnership with a Tiny-House -on-Wheels on the District property at Ridder Park Drive (Melanie Richardson)</p> <p>Recommendations: The Committee could consider the following options:</p> <ol style="list-style-type: none"> 1. Decline the Ridder Park Drive proposal 2. Evaluate the proposal at a different District, County or other suitable property
	<p>5. <u>Clerk Review and Clarification of Committee Requests and Recommendations</u> <i>This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during discussion of Items 4.</i></p>
	<p>6. <u>Adjourn:</u></p>

REASONABLE EFFORTS TO ACCOMMODATE PERSONS WITH DISABILITIES WISHING TO ATTEND COMMITTEE MEETINGS WILL BE MADE. PLEASE ADVISE THE CLERK OF THE BOARD OFFICE OF ANY SPECIAL NEEDS BY CALLING (408) 630-2277.

Meetings of this committee will be conducted in compliance with all Brown Act requirements. All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the same time that the public records are distributed or made available to the legislative body, at the following location:

Santa Clara Valley Water District, Office of the Clerk of the Board
5700 Almaden Expressway, San Jose, CA 95118

HOMELESS ENCAMPMENT AD HOC COMMITTEE

Purpose: The purpose of the Homeless Encampment Ad Hoc Committee is to discuss homelessness and encampment issues, and bring discussion and recommendations back to the Board.



HOMELESS ENCAMPMENT AD HOC COMMITTEE MEETING

MINUTES

**WEDNESDAY, SEPTEMBER 21, 2016
3:00 PM**

(Paragraph numbers coincide with agenda item numbers)

A meeting of the Homeless Encampment Ad Hoc Committee (Committee) was held on September 21, 2016, in the Headquarters Building Boardroom at the Santa Clara Valley Water District (SCVWD), 5700 Almaden Expressway, San Jose, California.

1. CALL TO ORDER/ROLL CALL

A meeting of the Santa Clara Valley Water District Homeless Encampment Ad Hoc Committee was called to order at 3:06 p.m. on September 21, 2016, at the District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California.

Board Members in attendance were: Director Tony Estremera-District 6, Director Richard P. Santos-District 3, and Director John L. Varela-District 1

Staff members in attendance were: Glenna Brambill, David Cahen, Norma Camacho, Jim Choate, Michelle Critchlow, Jordan Eldridge, Chris Elias, Carole Foster, Anthony Fulcher, Meenakshi Ganjoo, Chad Grande, Heidi McFarland, Melanie Richardson, Ravi Subramanian, Sue Tippets, Sue Turner, Colleen Valles and Jose Villarreal.

2. TIME OPEN FOR PUBLIC COMMENT ON ANY ITEM NOT ON AGENDA

There was a speaker that spoke; Ms. Briana Lipka, representing Santa Clara County Creeks Coalition.

3. APPROVAL OF MINUTES

It was moved by Director John L. Varela seconded by Director Tony Estremera, and unanimously carried, to approve the minutes of the July 27, 2016, Homeless Encampment Ad Hoc Committee meeting, as presented.

4. HON. TAM NGUYEN PRESENTATION

Hon. Tam Nguyen, City of San Jose Council Member, District 7, gave a brief overview of his experience with tiny homes and homelessness and is amenable to supporting programs that the City, County and/or the Water District undertake.

5. **ACTION/DISCUSSION ITEMS**

5.1 PROCESS TO OFFER SANTA CLARA COUNTY SUPPORTIVE HOUSING A RIGHT OF FIRST REFUSAL TO LEASE THE DISTRICT'S RESIDENTIAL RENTAL PROPERTIES AS THEY BECOME VACANT

Mr. Chris Elias gave an overview for this agenda item. Ms. Meenakshi Ganjoo, reviewed the materials as outlined in the agenda item.

Mr. Ky Le, County Office of Support Housing, provided an overview of the County's housing programs.

Mr. Robert Aguirre spoke to this agenda item.

Committee Action:

It was moved by Vice Chairperson Director Tony Estremera, seconded by Director John L. Varela, and unanimously carried, to approve for Board consideration to adopt Option A 1 and 2;

Summary:

1. Direct staff to recommend to the full Board the process under Option A, whereby the District leases vacant District residential rental properties to Santa Clara County or the County's Agent, making these available for the County's affordable housing program that prioritizes housing the homeless.
2. Recommend to the full Board revising the following guidelines of District Board Resolution 09-78:
 - i. The residential rental properties are advertised in a manner that is reasonably competitive
 - ii. The residential rental properties must be leased on a month-to-month basis only

Background:

1. **Identify potential residential rental properties**

The District primarily acquires properties for projects related to its purposes under the District Act. The bulk of these properties are acquired for flood protection projects, and the District leases these out until closer to the start of the project construction. There are also some properties that are purchased in lieu of constructing a project.

The first step of the process is for the District to identify residential properties that can potentially be leased.

2. **Determine suitable rental properties**

The next step would be to determine the suitable rental properties, based on project schedules and input from local jurisdictions.

3. **Develop a mechanism to lease to the residential rental properties to County**

With suitable properties identified, the District could give the Santa Clara County or the County's Agent the first right of refusal to lease the vacant property/ies for the purpose of housing the homeless, preferably homeless who have previously encamped along the waterways in the County.

This would entail the District and the County developing an agreement that facilitates leasing them to the County or the County's Agent as they become vacant.

As a result, clients who are enrolled in the countywide network of supportive housing and/or affordable housing programs would enter into rental agreements with the County or the County's Agent instead of the District. County's service provider will assist with application process, housing retention and addressing individual client needs.

Under this option, the District's property management firm may enter into a lease with the County or the County's Agent rather than individual tenants. As a result, neither the District nor its property management firm will be involved the day-to-day operations.

The specific responsibilities of the District and the County, including maintenance of the properties, yard care, repairs, replacement of appliances, liability, evictions if necessary, will be established and stated in the agreement between the District and the County.

4. Renegotiate and amend the agreement with the District's current property management firm

These residential rental properties are currently managed by CalWestern Property Management under an agreement that expires on Nov. 30, 2019. Leasing a portion of the District's residential rental property portfolio to the County's Office of Supportive Housing will require the District to renegotiate and amend its existing agreement with CalWestern Property Management.

5. Revise Resolution 09-78

Once the District determines the preferred option, it is important that the agreement entered with the County or the County's Agent is in conformity with the Resolution 09-78 guidelines (Attachment 1). To eliminate any conflict will require making revisions to the following guidelines of Resolution 09-78:

- i. The residential rental property is advertised in a manner that is reasonably competitive. Staff recommends an exception to the advertising requirement for leasing residential properties to the County for the purpose of affordable housing.
- ii. The residential rental property must be leased on a month-to-month basis only. Staff recommends including an exception that residential rental properties not intended to be demolished within the next two years may be leased for terms of up to 12 months.

5.2 EXCESS LANDS

Mr. Chris Elias gave an overview of the agenda item. Ms. Sue Tippetts reviewed the materials as outlined in the agenda item. Ms. Norma Camacho was available to answer questions.

Mr. Richard McMurtry, Mr. Phil Mastrocola, Ms. Jan Bernstein Chargin, from Gilroy Compassion Center, Ms. Susan M. Landry spoke regarding this agenda item.

Committee Action:

It was moved by Director John L. Varela, seconded by Vice Chair Director Tony Estremera, and unanimously carried, to approve for Board consideration that certain District lands be declared surplus lands, and thus be offered for sale or lease to Santa Clara County (County) and municipalities to support the development of permanent housing, including the County's Pay for Success programs, which prioritizes providing shelter for homeless persons in the County.

5.3 INFORMATION AND RECOMMENDATION ON SANTA CLARA COUNTY'S PAY FOR SUCCESS PROGRAM

Mr. Chris Elias gave an overview of this agenda item. Mr. Jose Villarreal reviewed the materials as outlined in the agenda item. Mr. Anthony Fulcher and Mr. Ravi Subramanian were available to answer questions.

Mr. Ky Le, County Office of Support Housing, provided an overview of the Santa Clara County's Pay For Success Program

Ms. Amy Hayes, from Adobe Services provided supplemental information on their agency's role in implementing the Pay for Success Program.

No action was taken.

5.4 EDUCATION OUTREACH PROGRAM REPORT OUT

Mr. Jose Villarreal gave an overview of the agenda item. Ms. Heidi McFarland reviewed the materials as outlined in agenda item.

Ms. Susan M. Landry spoke regarding this agenda item.

Staff was asked to draft a letter to the County supporting continuing the outreach services provided and bring back to the Committee to review for the Board's consideration.

5.5 OPTIONS FOR A PARTNERSHIP AND/OR GRANT WITH THE CITY OF SAN JOSÉ AND DOWNTOWN STREETS TEAM FOR CLEANUP OF UNHOUSED PERSON ENCAMPMENTS

Mr. Chris Elias and Ms. Meenakshi Ganjoo reviewed the materials as outlined in the agenda item. Ms. Norma Camacho was available to answer questions.

Ms. Maureen Damrel, from Downtown Streets Team, Mr. Ray Bramson, from the City of San José, gave an overview of their respective programs for their agencies.

Hon. Tam Nguyen, Council Member gave his support for this program and discussion on this topic.

Mr. Richard McMurtry, Mr. Phil Mastrocola, and Mr. Anthony King, spoke regarding this agenda item.

Committee Action:

It was moved by Director John L. Varela, seconded by Vice Chair Director Tony Estremera, and unanimously carried, to approve for Board consideration that they adopt Option 1 to continue the partnership with City of San José to fund Downtown Streets Team.

5.6 MANAGER'S REPORT

Mr. Chris Elias reviewed the materials as outlined in the agenda item.

Ms. Jan Bernstein Chargin, from Gilroy Compassion Center spoke regarding this agenda item.

5.7 REVIEW COMMITTEE WORK PLAN

Chairperson Director Richard P. Santos reviewed the materials as outlined in the agenda item.

Mr. Richard McMurtry spoke regarding this agenda item.

Committee Action:

It was moved by Vice Chair Director Tony Estremera, seconded by Chair Director Richard P. Santos and unanimously carried, to ask Staff to meet/contact the various agencies that made recommendations to the District regarding the several homelessness programs and see what the District will be able to support within the District's legal purview that can be supported.

6. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

There was no Clerk review and clarification of Committee requests and recommendations given.

7. ADJOURNMENT

Chair Director Richard P. Santos adjourned the meeting at 5:05 p.m.

Glenna Brambill
Office of the Clerk of the Board

Approved:



Committee: Homeless Encampment Ad Hoc
Meeting Date: 05/15/17
Agenda Item No.: 4.1
Unclassified Manager: Melanie Richardson
Email: mrichardson@valleywater.org

COMMITTEE AGENDA MEMO

SUBJECT: Recommendations Regarding District-owned Residential Rental Properties, Following District Outreach and Analysis.

RECOMMENDED ACTIONS:

Receive the staff recommendations presented at the April 11, 2017, Board meeting and make Committee recommendations to the full Board. The recommendations are:

- A. Approve making no change to the District's current property management practices in regards to residential rental properties (in accordance with Resolution 09-78), based upon the outreach and analysis provided by staff in response to the Board's November 22, 2016 request regarding the use of District-owned residential rental properties;
- B. Approve utilizing a portion of net rental income from properties purchased through Watersheds (Fund 12) to fund the homeless encampment cleanup project and for development of a pilot program that focuses on the impacts of homeless encampments in each city where the net rental income is being utilized, with transference or reallocation to begin in Fiscal Year 2020;
 - i. Up to ninety (90) percent of each FY's net rental income will be utilized to fund the Safe, Clean Water and Natural Flood Protection Program Encampment Cleanup Project (SCW Project B4) through FY 2028;
 - ii. Up to 10 percent of each FY's net rental income will be utilized to develop a pilot program to help address waterway and stream stewardship impacts of homeless encampments in each city with Fund 12 District-owned residential rental properties, which will be implemented through FY 2021, at which time staff will assess the pilot program and return to the Board with a recommendation on whether to continue its implementation; and
- C. Direct the Capital Improvement Program (CIP) Ad-Hoc Committee to review Recommendation B's proposed transfer from Fund 12 to Fund 26 for SCW Project B4 and the use of those Fund 12 funds for the pilot program to help address waterway and stream stewardship impacts of homelessness in light of other Fund 12 capital project funding needs; and return to the Board with a recommended annual transfer amount into SCW Project B4 to be implemented from FY 2020 to FY 2028 and for the pilot program from FY 2020 to FY 2021.

SUMMARY:

At the April 11, 2017 meeting, the Board received staff recommendations regarding District-owned residential rental properties, and "referred the item to the Homeless (Encampment) Ad Hoc Committee for future needs before the CIP Ad Hoc Committee Review for fund transfers and return to the Board with recommendations."

The staff recommendations, followed outreach and analysis as directed by the Board at its November 22, 2016

meeting. At the November meeting, the had Board received the Homeless Encampment Ad Hoc Committee's Recommendations for Board Action. The recommendations were:

- A. When District-owned residential rental properties become available and are deemed suitable by the District and applicable city, the Santa Clara County (County) Office of Supportive Housing will be contacted to be given first opportunity to see if the properties will be conducive to provide housing for the homeless;
- B. If Recommendation A (above) is approved, adopt the Resolution RESCINDING RESOLUTION 09-78 AND ADOPTING A PROCEDURE TO LEASE DISTRICT REAL PROPERTY AND COMMENCE UNLAWFUL DETAINER ACTIONS that will provide exceptions to the guidelines requiring residential rental properties be advertised in a competitive manner and be leased on a month-to-month basis only;
- C. Declare certain District lands as surplus, and make them available for sale to the County and other municipalities to support the development of permanent housing, including the County's Pay for Success programs, which prioritizes providing shelter for homeless persons in the County. These are in addition to the four parcels the Board declared surplus at the September 27, 2016 Board meeting; and
- D. Authorize the Interim Chief Executive Officer to negotiate and come back to the Board with a cost-share partnership with the City of San José and Downtown Streets Team to remove trash and other debris in homeless encampments and to conduct outreach to the homeless along local creeks.

The Board approved Recommendation C to declare certain District lands as surplus, and make them available for sale to the County and other municipalities to support the development of permanent housing, including the County's Pay for Success programs; and Recommendation D to enter into a cost-share partnership with the City of San José to have Downtown Streets Team Cleanup homeless person encampments.

The Board elected to hold off on approving A and B, pending further outreach to neighbors of residential properties that could potentially become vacant, and, if deemed suitable, be leased to the County to house the qualified homeless persons/families. The decision was to accommodate the request for greater outreach by some Mountain View residents who had attended the board meeting and had expressed concerns about the proposal.

On February 15, 2017, the District held a Community Meeting on Homelessness with the Mountain View Waverly Park residents. Attendees of that meeting provided feedback regarding the use of the District-owned residential rental properties to house homeless.

Staff Analysis

Types of District-owned Residential Rental Properties

Currently, there are two types of District-owned residential rental properties

1. Properties that were purchased for projects; and
2. Properties that were purchased in lieu of projects.

The properties that were purchased for projects are slated for demolition, but are leased on a month-to-month basis until each respective project begins its construction phase.

The properties that were purchased in lieu of a flood protection project are not slated for demolition and are maintained and leased by the District through a property management company. At present, the only properties that were purchased in lieu of a project are the 19 residential properties located in the Waverly Park Community of Mountain View.

District-owned residential properties that were purchased for projects

As referenced above, the properties that were purchased for projects are slated for demolition, but are leased on a month-to-month basis until each respective project begins its construction phase.

Except for one property, all remaining residential properties that were purchased for projects are currently scheduled for demolition in 2018 and 2019, as per engineering and funding source estimates. Each property is currently occupied. All tenants are provided with annual notices updating them on the planned construction schedule impacting their residence and an estimated timeframe for when they will be required to move.

Categorically, staff does not recommend use of these properties as housing solutions for the homeless due to the low probability that they will become available for a long enough period that would allow for their use as supportive housing.

District-owned residential properties that were purchased in lieu of projects

As referenced above, the only properties that were purchased in lieu of a project are the 19 residential properties located in the Waverly Park Community of Mountain View. To receive community feedback, staff held the February 15th Community Meeting on Homelessness.

While the public comments from the Waverly Park Community Meeting were varied, there were several that were related to logistical impediments to the use of these specific rental properties for housing homeless; such as, the proximity to public transportation and supportive services.

These logistical impediments align with factors that are taken into consideration when determining housing resources for homeless populations. As referenced on page 14 of the March 7, 2017 Mountain View City Council Report on Strategies to Assist the Homeless and Unstably Housed Residents (**Attachment 2**):

The “housing first” permanent supportive housing model, whereby permanent housing is infused with services such as case management, mental/physical health care, job skills/employment services, etc., is widely recognized as the most effective way of ending homeless. It is also the housing strategy prioritized by the County and in its Community Plan to End Homelessness, which the City adopted on February 23, 2016.

Ideally, housing for the homeless is in areas with access to public transportation, services, jobs, and amenities.

City of Mountain View staff conducted mapping exercises to identify the areas in Mountain View that have the most amenities and the Waverly Park Community did not fall within the identified “amenity-rich” locations.

Based on the feedback we received from the community, the permanent supportive housing model, and the City of Mountain Views mapping exercise results showing that these properties do not fall within an “amenity-rich” location, staff does not recommend use of these properties as housing solutions for the homeless.

SCW Project B4 - Encampment Cleanup Project

As reported in the FY2016 SCW Annual Report, there continues to be an increasing demand for District resources to address encampment cleanups along local waterways from cities and the community. These additional requests have significantly impacted the project’s budget. This project does not have sufficient SCW funding allocated to accomplish the current level of demand for service beyond FY 2019.

To address this elevated level of demand and the overall issue of homelessness in the county, and to be able to continue to reduce trash and other pollutant loads that contaminate waterways and damage District facilities, staff recommends utilizing up to 90 percent of the net rental income from Watersheds Fund 12 District-owned residential rental properties to fund Project B4 between FY 2020 and FY 2028.

Additionally, staff's Recommendation B addresses one of the draft findings of the Moss Adams SCW Independent Audit, reported to the Board as a non-agenda item on February 24, which recommends that the District should "consider seeking additional funding sources to ensure sufficient funding throughout the 15-year Safe, Clean Water Program because additional funds will be required to perform all the cleanups, which are vital for water quality."

Pilot program to help address the impacts of homelessness

While the human, social, economic, and environmental effects of homelessness affect our entire county, each community can experience very different impacts and needs.

The pilot program to help address the impacts of homeless encampments in each city with Fund 12 District-owned residential rental properties would currently apply to the cities of Mountain View and San Jose. District staff proposes to work with representatives of each city to develop a pilot program addressing the impacts of homelessness in their city that align with the District's water resources management, flood protection and stream stewardship authorities, and that go beyond encampment cleanups.

Staff recommends approving the development of such a pilot program funded by up to 10 percent of the net income from the Watersheds Fund 12 District-owned residential rental properties, to allow for the flexibility to test new and innovative approaches that align with the needs of each city wherein those properties are owned.

CIP Ad Hoc Committee Review

The CIP Ad Hoc Committee reviews the capital project funding needs and project prioritization for Funds 12 and 26. By including the use of the net income from the Watersheds Fund 12 District-owned residential rental properties to partially fund the SCW Project B4 Homeless Encampment Cleanups and the pilot program to help address the impacts of homelessness, the CIP can assess the amounts that should be allocated while balancing the other demands on Fund 12.

As such, District staff recommends that the Board direct the CIP Ad-Hoc Committee to review Recommendation B's proposed transfer from Fund 12 to Fund 26 for SCW Project B4 and the use of those Fund 12 funds for the pilot program to help address waterway and stream stewardship impacts of homelessness in light of other Fund 12 capital project funding needs; and return to the Board with a recommended annual transfer amount into SCW Project B4 to be implemented from FY 2020 to FY 2028 and for the pilot program from FY 2020 to FY 2021.

ATTACHMENT(S):

Attachment 1: Resolution No. 09-78

Attachment 2: City of Mountain View Council Report

RESOLUTION NO. 09-78

PROCEDURE TO LEASE DISTRICT REAL PROPERTY
AND COMMENCE UNLAWFUL DETAINER ACTIONS

WHEREAS, Section 31 of the District Act states that Board “shall be governed in the sale, lease, or other disposition of real property by the requirements of law governing that action by counties”;

WHEREAS, Section 31 further states that the Board by “resolution [may] prescribe a procedure for the leasing of real property owned by the district alternative to the requirements of law governing counties”; and

WHEREAS, the Board desires to adopt a resolution prescribing a procedure for leasing District residential and non-residential property that the District does not have an immediate need for, where such procedure is different than the requirements of law governing counties for leasing real property.

NOW THEREFORE, BE IT RESOLVED, that the Board adopts the following general procedure to enable the Chief Executive Officer (“CEO”) (or delegate) to lease District property that the District does not have a short-term need for:

When assessing whether to lease District non-residential property, the CEO (or delegate) must evaluate whether the District has a short-term need for the property. If there is not a short-term need for the property, the CEO (or delegate) may lease the property on behalf of the District subject to the following terms and conditions:

Leasing Non-Residential Properties

1. The property is not leased or rented (“Leased”) under a Joint Use Lease agreement with another public entity;
2. The term of the Lease must not conflict with the District’s future need for the property;
3. Leasing the property must not have a negative impact on streams, creeks, waterways, or other elements of the environment and District Environmental Planning staff provides written affirmation of California Environmental Quality Act Compliance;
4. The Lease agreement provides the District with a right to terminate non-residential Leases at its convenience after providing the tenant with at least 90 calendar days written notice;
5. The property is advertised in a manner that is reasonably competitive and is Leased at a fair market rate except in cases where a public purpose exists that justifies leasing the property at fair market value without advertising and all other Leasing Non-Residential Properties requirements of this resolution are met.

Examples of such cases may include:

- A. where the District property is landlocked (inaccessible from a public roadway) and there is only one directly adjacent prospective tenant (landowner or holder of

Procedure to Lease District Real Property and Commence Unlawful Detainer Actions

a verifiable written lease or rental agreement with a remaining term of at least five years), or

- B. where the District property is temporarily required for a District project or program for no more than two years by a District contractor, or

In cases alternate to 5 A and B, above, where it is unclear whether a public purpose may justify leasing District property at fair market value without advertising, staff will present the matter to the Board for clarification and or direction;

6. The District Board approves Lease agreements that have a lease value of more than \$5,000 per month;
7. The property must be accessible from a public roadway or from the proposed tenant's adjacent land;
8. The Lease agreement requires the tenant to indemnify and hold harmless the District, its directors, officers, agents, and employees arising out of tenant's use or possession of the property;
9. The Lease agreement requires the tenant to maintain comprehensive/commercial general liability insurance that is satisfactory to the District's risk manager;
10. If the property contains District administrative office building, pumping plant, or other building that is used for District purposes, it cannot be leased without the prior approval of the District's Board;
11. District staff inspects the property on an annual basis;
12. If the District reasonably expects the presence of hazardous materials on the property, a pre-Lease environmental due diligence evaluation must be conducted at the proposed tenant's expense to determine whether hazardous materials are actually present on the property; and
13. Financial reports of the property's income and expenses are made available to the Board at least annually.

Leasing Residential Properties

When assessing whether to Lease District residential property, the District CEO (or delegate) must evaluate whether the District has a short-term need for the property. If there is not a short-term need for the property, the CEO (or delegate) may Lease the property on behalf of the District subject to the following conditions:

1. The term of the Lease or rental agreement ("Lease") must not conflict with the District's future need for the property;

Procedure to Lease District Real Property and Commence Unlawful Detainer Actions

2. The property is Leased at a fair market rate;
3. The property is advertised in a manner that is reasonably competitive;
4. The fair market Lease rate for the property is monitored on an annual basis, and if the fair market lease rate increases, the property Lease rate must be increased accordingly;
5. The property must be Leased on a month-to-month basis only;
6. The property is managed with a reasonable degree of care;
7. The property is Leased and managed in accordance with all applicable federal, state, and local laws, including California's fair housing laws, which include but are not limited to, the California Fair Employment & Housing Act, Unruh Civil Rights Act, Ralph Civil Rights Act, Bane Civil Rights Act;
8. The property must be accessible from a public street or roadway;
9. The property is used solely for residential purposes; and
10. Financial reports of the property's income and expenses are made available to the Board at least annually.

PASSED AND ADOPTED by the Board of Directors of Santa Clara Valley Water District by the following vote on November 12, 2009.

AYES: Directors R. Santos, L. Wilson, T. Estremera, J. Judge, R. Kamei, P. Kwok, S. Sanchez

NOES: Directors None

ABSENT: Directors None

ABSTAIN: Directors None

SANTA CLARA VALLEY WATER DISTRICT

By: Sig Sanchez
SIG SANCHEZ
Chair/Board of Directors

ATTEST: LAUREN L. KNOFF

Michele King
acting Clerk/Board of Directors



DATE: March 7, 2017

CATEGORY: Unfinished Business

DEPT.: City Manager's Office and
Community Development

TITLE: **Strategies to Assist the Homeless and
Unstably Housed Residents**

RECOMMENDATION

Receive an update and recommendations related to short-term homeless initiatives approved in October 2016, and provide input regarding options for longer-term strategies in partnership with the County and other agencies to assist the homeless and unstably housed residents living in vehicles on City streets.

It is recommended that the Council:

1. Approve recommendations and/or provide direction to staff to refine short-term programs and services. The recommendations are:
 - a. Continue to fund an Outreach Worker through Fiscal Year 2018-19 (\$90,000 for the City's share of the cost with the County).
 - b. Continue to fund a Case Worker to continue through Fiscal Year 2018-19 with the County for Permanent Supportive Housing (PSH) (\$250,000).
 - c. Complete the Community Services Agency outreach plan (\$75,000).
 - d. Reserve funding for Permanent Supportive Housing (PSH) assistance, Rapid Rehousing, or other needs (\$250,000).
 - e. Provide contingency funding for homeless initiatives (\$25,000).
 - f. Continue to fund a Porta-Potti at Rengstorff Park (\$12,000).
 - g. Provide direction on a pilot RV waste disposal program (\$25,000).

2. Provide direction to the City Manager to include appropriations of \$250,000 in one-time housing funds in the Fiscal Year 2017-18 Budget to be used for housing or services to low-income residents.
3. Provide direction to the City Manager to include appropriations of \$477,000 in the Fiscal Year 2017-18 budget for homeless initiatives from one-time funds Public Benefits – San Antonio.
4. Authorize the City Manager to execute contracts consistent with approved recommendations with Santa Clara County or other provider for homeless support programs, up to \$370,000, for a Caseworker and Outreach Worker services.
5. Provide input on six longer-term strategies to house the homeless, as discussed in this report.

BACKGROUND

One of the City Council's top three priorities is to increase housing availability and affordability. The regional housing crisis and homelessness are significant and growing issues for many communities. A visible manifestation is the presence of numerous RVs and other vehicles used as housing on Mountain View streets. For the past two years, the City has been exploring a broad range of options to increase housing supply and to assist displaced residents and those who are unstably housed/unsheltered or homeless.

Staff last reported to the Council on the needs and options related to people living in their vehicles on October 4, 2016. At this meeting, Council provided direction to implement various short-term measures to meet the basic care and human service needs of people living in vehicles and to address traffic visibility concerns. The approved options included: weekly mobile hygiene services, waste-tank caps to help prevent RV leaks, monthly street cleaning on Crisanto Avenue and Latham Street, an ADA-compliant portable toilet and servicing in Rengstorff Park, support for rotating shelters or safe parking programs if developed by faith-based/nonprofit organizations, ongoing review of identified RV parking areas to assess traffic visibility and safety, funding for outreach and caseworker services to link homeless individuals to housing and social services, and a search for a local waste dump site (Attachment 1 and Attachment 2).

To provide solutions over the longer term, the City is increasing the overall housing supply and has passed several ordinances to assist renters and enable people to remain in their homes.

ANALYSIS

Since October 2016, City staff has implemented or begun the implementation of the approved action items. A detailed work plan summary is provided as an attachment to this report with an update on all actions (Attachment 3). Key accomplishments include the following:

- Partnering with the County and the Community Services Agency (CSA) for a permanent Outreach Worker and Case Worker.
- Direct outreach to people living in vehicles.
- Development of outreach material and a webpage.
- Twenty-four (24) hour Porta-Potti at Rengstorff Park, securing waste tanks and catchment basins for leaks, and analysis of waste dump station options.
- Reviews of street parking for visibility concerns.
- Street cleaning refinements, including monthly cleaning of Crisanto Avenue.
- Held conversations about rotating shelter or safe parking programs.
- A review of enforcement options.

In addition, staff has completed further analysis to understand better the needs of the mobile homeless population; developed recommendations to extend certain short-term programs for an additional one to two years and provided expanded funding to make housing services available to more people; and provided information about various longer-term approaches and opportunities to assist the homeless and unstably housed. The sections below summarize staff's analysis in each of these areas.

A GROWING UNDERSTANDING OF NEEDS

Since the October 2016 report, staff has continued to expand its understanding of the scope and complexity of the issue of people living in vehicles in our community and gathering information from prior surveys, new counts, direct outreach and assessments, resident feedback, and City staff data.

Surveys and Counts

The County homeless census serves as a baseline for the understanding of homelessness. This survey captures individuals and families sleeping in emergency shelters and transitional housing, as well as people sleeping on the streets, in cars, in abandoned properties, or in other places not meant for human habitation. Mountain View homelessness nearly doubled from 139 in 2013, to 276 in 2015. With the release of the recently conducted 2017 Point-in-Time Count in the spring, these numbers may rise further.

The LifeMoves outreach survey conducted for the City in June 2016 found 126 inhabited vehicles in specific areas of Mountain View with known concentrations. A further Citywide visual vehicle count conducted in February 2017 on two separate occasions by our Police Parking Enforcement and Community Services Officers estimated the numbers of inhabited vehicles in the range of 150. Staff has had other rough counts that are in range of 100 to 150 vehicles (the majority are RVs).

As a result of the City's partnership with the County, an outreach team was assigned in December to work with people living in vehicles in Mountain View until the approved dedicated Outreach Worker at CSA could be hired. Over the months of December 2016 and January 2017, the County team reached out to 82 clients during daylight hours. Of these clients, 21 were assessed to be chronically homeless and other highly vulnerable individuals or families who need long-term support to stay housed. Four residents were assessed to be families or individuals who are episodically homeless and have the ability to generate sufficient income to afford housing long-term. The outreach team left information for the remaining 57 vehicles whose occupants were not present or did not answer.

This outreach is a painstaking process and requires multiple attempts. Outreach Workers need time to build trust to reach the majority of residents living in vehicles. Even with time, some of the residents may choose not to engage.

The new CSA Outreach Worker funded by the City and County started in January and the caseload generated by the County's outreach team transferred over on March 1, 2017. To ensure continuity during the transitional period, the County staff will remain part of the team and assist the new Outreach Worker. The new Outreach Worker and CSA support staff will consider several modality changes, including more evening hours, providing Spanish support, and adding an assessment of specific needs, such as waste tank options.

Other Community/Resident Feedback

The City continues to receive feedback about this issue through e-mails, letters, calls, social media, and *Ask Mountain View*. City staff developed a new webpage (http://www.mountainview.gov/depts/comdev/preservation/living_in_vehicles_and_homeless_information.asp) to offer information and created a new topic in *Ask Mountain View*, with an anonymous option, to elicit easier feedback from residents. The communications mainly note concerns about illegal activity, requests for enforcement, and parking restrictions. There have also been communications expressing concerns about the welfare of the homeless.

City Data Collection

Staff continues to track calls for service and staff activity related to the issues associated with people living in vehicles or the homeless. Data collected by the Police, Fire, Public Works, Community Development, Library, and Community Services Departments, the City Attorney's Code Enforcement Division, and the City Manager's Office shows an increasing volume of activity. This has included an uptick in illegal activity and complaints about parking near homes, excessive litter and garbage, requests for debris removal, and increased reports of encampments in parks, trails, and creeks.

Between July 2016 and January 2017, staff spent over 1,500 hours on issues connected to residents living in vehicles. The City Manager's Office staff responsible for managing this special project represents about one-third of the total staff hours, with the other departments adding the remaining hours on top of their existing workloads (Attachment 4).

Overall, staff sees a rise in activity associated with homelessness. The data reveal that the homeless needs continue to grow. Moreover, they show a high percentage of the residents living in vehicles are eligible for low-income services, including housing subsidies on a level that exceed current availability. All of the trends in the data point to the need for supportive services and a range of housing strategies in order to effectively respond to homelessness.

SHORT-TERM HOMELESS INITIATIVES

The October report generally defined short-term options as "Basic Care and Outreach and Services to Link to Housing." This report focuses on those options requiring further Council direction at this time, including continued and new recommendations and provides further analysis of parking options, the potential for establishing a dump station, and continued dialogue with the County, CSA, and faith community on

rotating sheltering or safe parking programs. As noted previously, a full work plan update on action items from October 2016 is provided as an attachment to this report (Attachment 3).

Staff-based recommendations on the City's growing understanding of a need for a comprehensive homeless response, which includes coordinated services and housing integrated care along a "continuum of care." The next section of this report will discuss important housing policy-level concepts further. Many of these concepts mirror the Santa Clara County Community Plan to End Homelessness, which offers a guide for cities like Mountain View that have supported this plan by City Council Resolution (Attachment 5).

Human Services and Programs Recommendations

Below are staff's six recommendations to continue and enhance programs and services just begun. The data on needs for the residents living in vehicles informed staff's recommendations. Performance measure markers that will guide program review will include the County's biannual homeless counts in 2017 and, in 2019, surveys or counts conducted by the City and data on clients served.

The Financial Impact section of this report provides detailed cost and budget requests. The recommended funding sources for these recommendations are the same as noted in the October 2016 report, one-time funds, including the public benefit obligation of the 400 San Antonio Road project.

1. **Outreach Worker (\$90,000 shared cost with the County):** Continue through Fiscal Year 2018-19 the City and County funding of a full-time Outreach Worker based at CSA. The Outreach Worker will continue to connect with residents living in vehicles, assess their needs, and identify services that will help them. This will include both active outreach to those living in vehicles and coordinated services at stationary locations to connect residents to human services and housing programs. The Outreach Worker assesses the individuals and families and determines the type of housing intervention that is needed to resolve permanently the household's homelessness. The assessment data is entered into a Countywide management information system, enabling County staff to connect Mountain View homeless residents to appropriate housing programs that are available throughout the County.
2. **Case Worker (\$250,000):** Continue through Fiscal Year 2018-19 a County Case Worker through the Permanent Supportive Housing (PSH) Program. This person will assist in expanding the City's access to the County's Continuum of Care. The

County will continue to subcontract with Peninsula Healthcare Connection (PHC), one of the County's six PSH Program contract agencies that provide case management and supportive services to approximately 20 chronically homeless cases in Mountain View to transition them into permanent supportive housing (the capacity overall may be higher as there are associated County programs that residents may be eligible for). Based on the City's vehicle survey, some of the people living in vehicles in Mountain View will need such ongoing assistance if they are to achieve and sustain stable housing. The County will ensure that each PSH Program participant receives a rental subsidy or an affordable housing unit. On average, the value of housing assistance will be \$15,000 per household per year.

3. **Support CSA Outreach Plan (\$75,000):** Provide one-time additional funds to CSA to implement fully the outreach program, including an outreach vehicle, insurance, technical and supply needs, and administrative support for data entry.
4. **Provide for Additional Permanent Supportive Housing (PSH), Rapid Rehousing or Other Needs (\$250,000):** The temporary Outreach Workers have already identified 21 clients in Mountain View eligible for PSH and 5 for Rapid Rehousing after two months of outreach. The City could supplement the existing agreements with the County for PSH and supplement the work of the grant-funded effort lead by *Destination: Home* as needed. The County and *Destination: Home* are managing the \$1 million grant from Google to implement a Rapid Rehousing Program and enhance homelessness prevention efforts in Mountain View and Sunnyvale. *Destination: Home* has just completed an RFP and expects to begin providing services in April 2017.
5. **Contingency Funding (\$25,000):** Reserve funding for other exploratory homeless service needs, such as potential RV repair funds, RV storage fees, or other needs that may be specific to the residents living in vehicles.
6. **Porta-Potti (\$12,000):** Continue the ADA-compliant Porta-Potti services with enhanced lighting and screening at Rengstorff Park in until June 2018.

Waste Dump Station Options

Public Works has conducted additional analysis of siting, construction, and operational issues associated with developing a public RV sanitary waste disposal facility that would provide an environmentally responsible local option for RV residents to dispose of their gray and black water waste. Internally, staff's review included gathering input from Planning, Building, Fire/Environmental Protection, Police, Traffic Engineering,

Community Services and Public Services. Staff also contacted the City of Palo Alto, Santa Clara County Parks, the Santa Clara Valley Water District, and private septic and portable restroom companies in order to assess the full range of options for providing an RV waste dump facility in Mountain View. Staff has not yet conducted a survey of residents who live in RVs to gauge the interest in using a fixed-location dump facility.

Three alternatives are summarized below and described in greater detail in Attachment 6 for the Council to consider:

1. **Construct a Municipal RV Waste Dump Facility**—Staff identified two potential sites for construction of a municipal RV waste dump facility: adjacent to the Municipal Operations Center (MOC) on Whisman Road and a location in Shoreline Amphitheatre Parking Lots A/B. Should the City Council direct staff to proceed with a construction option, staff would develop a project for incorporation in the upcoming Capital Improvement Program. If Council elects to pursue construction of a facility, staff recommends carrying both the MOC and the Shoreline site options through a more detailed alternatives analysis, which would allow for outreach to potential users and surrounding neighbors of the sites. Staff would return to the Council with a preferred alternative and a cost estimate before proceeding to final design and construction.

Cost Estimate: The current estimated range of costs is \$150,000 to \$250,000 depending on the improvements needed at each location. Recommendations regarding hours of operation, staffing, and any user fees would be brought forward in conjunction with the preferred site recommendation.

2. **Pilot RV Waste Disposal Program**— Considering the uncertainty of utilization and investment associated with providing this new service, an alternative is a pilot program where a vendor is stationed to evacuate the waste tanks of RVs that are driven to a preannounced location. Based on conversations with vendors, staff believes that such a service could be provided for a fee of \$400 to \$600 for two to four hours plus \$30 to \$50 per RV serviced.

If this service were offered two times per week and serviced 30 RVs per week, the cost would be approximately \$2,000 per week, or approximately \$25,000 for a three-month pilot. This cost is preliminary, as staff has not yet sought formal submittals from vendors. Staff recommends that the three-month trial be conducted at both the MOC and Shoreline sites (approximately six weeks at each site). The City would conduct public notification of the neighboring property owners and residents at each site, and outreach to the RV residents regarding the hours of operation of the facility. Issues and any complaints would be monitored

and a report would be provided back to Council at the end of the trial with data on usage, costs, and any associated issues or complaints along with a recommendation regarding any permanent facility.

Cost Estimate: Approximately \$25,000.

3. **Collect More Information**—The Council could defer a decision on either a permanent or a pilot facility until more information is collected by the new CSA Outreach Worker on the needs of RV residents and the demand for a facility. Once information has been collected on the number of residents that would use a facility, the frequency of use and any operating parameters (e.g., hours of operation, cost-sharing ability, location constraints), staff would return to the Council with a more specific recommendation.

Cost Estimate: No additional costs beyond those already anticipated for the Outreach Worker would be incurred with this option.

Staff recommends proceeding with a Pilot RV Waste Disposal Program. The advantages of such a program include:

- It could be implemented quickly.
- Without a significant investment of capital or land, the market for such a service could be tested.
- The program would be staffed by the vendor, so there would be no opportunity for illicit activity at an unmonitored site.
- The program is flexible, so location(s), hours, and other parameters could be adjusted based on experience.

Enforcement

As noted in the October 4, 2016 Council report, enforcement of the Mountain View City Code section that regulated dwelling in vehicles has been suspended in light of the *Desertrain v. Los Angeles* case. In this case, the 9th U.S. Circuit Court of Appeals ruled that a provision of the City of Los Angeles City Code, which prohibited people from using their vehicles as living quarters, was unconstitutional based on the particular language in the ordinance. The wake of this case has left a growing concern about local enforcement options.

The Police Department and Fire Department-Environmental Services Division reviewed procedures and continue to approach this issue with compassion using education, information, resource referrals, and enforcement of other current valid codes. The City continues to issue citations for violations of parking in excess of 72 hours, registration expired in excess of six months, discharge of hazardous material in the gutter/storm drain, and illegal garbage dumping.

At the October meeting, City Council requested follow-up on two enforcement matters. The first was a review of whether RVs could be rented out by "landlords," as was noted during the vehicle census/survey LifeMoves conducted in June of 2016. State law does not prohibit an RV owner from leasing an RV to someone else. The regulatory scheme is built around a presumption that habitation in RVs occurs in RV parks as opposed to public streets and consequently does not specifically address the current situation. A business license may be required for such use; it does not authorize the use.

The second was to have the Public Works Department review known streets where residents live in vehicles where the parking may pose visibility or other traffic safety concerns. Public Works traffic staff reviewed these locations and added some red curbs around driveways along Latham Street.

As noted in the October 2016 report, rather than adding new signs and shifting residents living in cars from one location to another, the human services enhancements to programs and services aim to help the City to reach the residents living in vehicles and address the underlying issues of living in one's vehicle. However, these efforts may still not move each resident out of living in a vehicle. In the future, the City may consider further regulations for the use of streets, which could include additional parking regulation, such as:

1. Additional red curbs to improve traffic and safety.
2. Height or length limits where tall vehicles create visibility concerns even though red curb may already exist.
3. Prohibitions for RV parking on streets.
4. No parking at certain times.
5. Additional limited no parking on certain days for street sweeping.
6. No overnight parking in residential areas (with or without a permit process).

The City could also consider revising City codes associated with parking such as the City's ordinance prohibiting dwelling in vehicles. Cities such as Los Angeles have recently enacted new, temporary regulations prohibiting parking/living in your vehicle 1,500' from parks, schools, and day cares at any time, or in a residential area from 9:00 p.m. to 6:00 a.m. This ordinance involves constitutional issues and would be a significant work item for staff.

Additional support for the outreach, enforcement, and coordination will also be considered as part of the Fiscal Year 2017-18-budget process for a Community Outreach Police Officer. The new Officer would be assigned to focus on improving the effectiveness of the Police Department's handling of community concerns and issues related to vulnerable populations, to include homeless and mentally ill persons.

Rotating Shelter or Safe Parking Programs

City staff continues to dialogue with stakeholders and there is key interest by the County and the faith community to collaborate to help the homeless. After numerous discussions regarding options to establish a safe parking program, a cold weather and a rotating shelter, concrete plans have yet to develop

However, County staff have been in initial conversations with City staff and community members to discuss the desirability and feasibility of establishing a pilot cold weather shelter in Mountain View. A working group is reviewing one-time and ongoing cost estimates and potential funding sources. The pilot winter shelter program could be explored to house and assist around 50 people, most likely families and single women. The clients would include unsheltered homeless persons from Mountain View and other North County areas. Outreach activities conducted by CSA, North County government agencies, and community-based organizations would identify eligible clients. An experienced homeless service provider would manage the pilot shelter and designated agencies would refer all participants, ensuring all the beds are reserved. Other services that could be funded by the County could include case management services, dinner and breakfast meals, along with restrooms, shower, and laundry facilities. The involvement of volunteers from the local community and businesses would be an integral part of the program design.

This initial proposal would require further analysis and community outreach by the County and the City. Locations are likely to be subject to Provisional Use Permit (PUP), or Conditional Use Permit (CUP) requirements or other requirements. Under the CUP and PUP processes, a public hearing is required and the City is able to condition the application to address any concerns.

Staff seeks City Council direction if this is a proposal staff should spend time developing with interested stakeholders. This and other structural options will be discussed further in the next section of this report.

DISCUSSION AND DIRECTION ON LONGER-TERM STRATEGIES TO ASSIST THE HOMELESS AND UNSTABLY HOUSED

In addition to the discussion at the October 4, 2016 City Council meeting regarding funding human services and outreach programs, staff was also directed to assess future policy direction regarding strategies to house the homeless. The October 4, 2016 Council report included a brief description of various housing responses along a continuum of housing strategies, including emergency shelter, transitional housing, and permanent supportive housing. Additionally, the report also mentioned the concepts of homelessness prevention and rapid rehousing.

The purposes of this section of this report are to provide a summary of staff's work since October 2016, to provide a preliminary assessment regarding the continuum of homeless housing strategies and to receive input from the City Council regarding a potential policy framework regarding longer-term strategies to house the homeless with a focus on interim and permanent supportive housing.

Continuum of Homeless Housing Strategies

In thinking about how to address the "housing needs of the homeless," it is important to note that there are various housing strategies that fall along a continuum. Each of these strategies can function as a stand-alone program, or multiple strategies can be implemented in an integrated manner to address a range of housing needs. For example, a jurisdiction may seek to develop permanent supportive housing as well as transitional housing so that homeless persons have a place to live in the interim. Additionally, while there is a set of terms and descriptions that practitioners commonly use to describe the strategies, there is not a standardized set of definitions.

Given the presence of multiple strategies and the lack of standardized language, it is not always immediately clear what is meant by "housing the homeless." In order to facilitate a better understanding of the various strategies and their interrelationships, please refer to Attachment 7, which provides three "lenses" by which to consider the continuum of homeless housing strategies. Additionally, Table 1 below summarizes the housing continuum into three primary categories: homelessness prevention, interim housing, and permanent supportive housing and includes examples within each category.

Table 1. Continuum of Homeless Housing Strategies

Homelessness Prevention	Interim Housing	Permanent Supportive Housing
<ul style="list-style-type: none"> • Emergency Assistance • Rental Assistance • Rapid Rehousing • Rent Stabilization 	<ul style="list-style-type: none"> • Shelters <ul style="list-style-type: none"> – Single Site – Rotating Sites • Transitional Housing (may or may not include services) • Micro Housing Units, Modular Housing • Hotel/Motel Conversion • Safe Parking Program • Vouchers Tenant-Based Rental Assistance 	<ul style="list-style-type: none"> • Subsidized Housing Units <ul style="list-style-type: none"> – Entire Development – Unit Set Asides • Scattered Site, Deed-Restricted Private Units • Micro Housing Units • Modular Housing • Intensive Case Management

Assessment of Opportunities and Constraints

Based on staff’s research on the continuum of housing strategies and the composition and causes of homelessness in Mountain View and in Santa Clara County, staff began preliminary assessment of the current and potential opportunities to address homeless housing needs as well as potential constraints. The assessment includes both permanent supportive housing opportunities and interim housing strategies. Because permanent supportive housing is typically more complex to finance, takes longer to build, and requires more interagency collaboration to integrate the service component, the question is often asked about what the homeless are supposed to do while permanent housing is being explored/developed.

Additionally, data presented earlier in the report regarding the conditions of homelessness in Mountain View indicate that: there are multiple causes of homelessness; it may be difficult for homeless persons to find employment and many are unable to work, but those who do work do not make enough to afford housing; it is difficult to find replacement housing in this high-cost market; and homeless persons lack access to support networks and services. These multiple factors point to the need for support services and a range of housing strategies in order to respond effectively to homelessness.

Permanent Supportive Housing

The “housing first” permanent supportive housing model, whereby permanent housing is infused with services such as case management, mental/physical health care, job skills/employment services, etc., is widely recognized as the most effective way of ending homelessness. It is also the housing strategy prioritized by the County and in its Community Plan to End Homelessness, which the City adopted on February 23, 2016 (Attachment 5).

Ideally, housing for the homeless is located in areas with access to public transportation, services, jobs, and amenities. Staff conducted mapping exercises to identify the areas in Mountain View that have the most amenities. Not surprisingly, El Camino Real, San Antonio Road, and downtown, as well certain locations along North Rengstorff Avenue, were identified as amenities-rich locations. Also not surprisingly, the demand for and cost of land in these locations are high, up to \$15 million/acre according to recent anecdotes. Given the income of the population group that permanent supportive housing serves, in addition to costs associated with case management and other services, high land costs pose a significant challenge to the financial feasibility of permanent supportive housing development.

As a result of the high cost of land, staff is aware that there is increasing interest for residential redevelopment in areas of the City with more industrially zoned lands, such as the Terra Bella neighborhood. Based on input from the development community, staff also conducted a very high-level, preliminary review of other industrial areas, such as the area bounded by North Rengstorff Avenue, San Antonio Road, Old Middlefield Road, and the Highway 101, as well as the area bounded by Evelyn Avenue and Highways 85 and 237.

According to staff’s analysis, there are a limited number of vacant and City-owned lands in these locations. As a result, the development of permanent supportive housing may need to occur through the redevelopment of existing uses and land assembly. Public funding and a policy framework for homeless housing, including allowing such development on industrial sites, could facilitate the feasibility of such housing.

Interim Housing

To the extent that permanent supportive housing is more difficult and takes longer to build, an interim housing strategy provides important transitional housing opportunities for the homeless. However, given that interim housing may be challenging to build due to limited public/vacant lands, insufficient funding, and the high cost of land, the locational opportunities for interim housing may be more

constrained to underutilized parcels with less proximity to amenities. Staff conducted an initial assessment of potential interim housing strategies using the following criteria: locations proximate to amenities, vacant industrial lands, industrial lands with an existing structure that could be demolished and redeveloped, and industrial lands with an existing structure that could be repurposed for housing using the existing structure.

Additionally, staff performed initial research regarding innovative micro-unit and modular housing products (see Attachment 7). While there is growing interest in these types of housing innovations throughout the State and region, additional research will be needed in order to identify viable products for the City of Mountain View that, at minimum, meet building, health, and safety code requirements. Indeed, the City of San Jose sponsored AB 2176 in 2016—now passed into law—that allows it to adopt local building code standards in order to facilitate innovative product types as part of its interim housing strategy.

Zoning

Zoning regulations determine the allowable land uses for a particular parcel of land. Current zoning regulations allow transitional and permanent supportive housing as a “by right” use on residentially zoned sites. Emergency shelters can go on industrially zoned lands, including General Industrial (“MM”) and Limited Industrial (“ML”), by right. The City’s Industrial to Residential Conversion Policy provides the City Council the ability to consider Gatekeepers that convert industrial parcels to residential in specified areas of the City if the proposal has a minimum site size of two acres. It is contiguous with existing residential zones, allows the maintenance of existing adjacent businesses, and does not create islands of residential or industrial properties. While the conversion policy provides potential opportunities for the development of interim and/or permanent supportive housing on industrial sites, the minimum site size of two acres may be too large for such housing types in some cases, and the requirement to be contiguous with existing residential zones could limit what may otherwise be appropriate locations (such as a corner industrial site).

Staff seeks preliminary direction from the City Council regarding the continuum of housing strategies before further work is conducted. Depending on the Council feedback received in response to the following questions, staff could begin to develop and implement a strategy and work with partners to identify potential opportunities for permanent supportive housing and interim housing, if that is the direction of the Council.

Question 1: Does the Council wish to consider a longer-term homeless housing strategy? If so, does the Council wish to consider permanent supportive housing and/or interim housing?

Question 2: Given the high cost of land in amenities-rich locations, would the Council wish to consider additional flexibility to the Industrial to Residential Conversion Policy for the development of interim and/or permanent supportive housing, in particular the minimum site size requirement of two acres and the requirement to be contiguous with existing residential zones?

Question 3: Does the Council wish to provide any additional input on potential geographic areas/locations in Mountain View for further study of interim and/or permanent supportive housing?

Assessment of Tools

City staff performed preliminary assessment of funding opportunities and policy mechanisms that are currently or potentially available in order to facilitate implementation of housing programs for the homeless.

Funding/Resources:

Measure A – In November 2016, Santa Clara County voters passed Measure A, a \$950 million affordable housing bond. Seven Hundred Million Dollars (\$700,000,000) of the funds are allocated specifically for the housing needs of the County's most vulnerable populations. This includes extremely low-income households, veterans, seniors, those with disabilities, and homeless persons. The County is developing a timeline and strategy to disburse the first round of funding, currently anticipated to be available fall 2017. In developing the strategy, the County met with City staff to explore preliminary opportunities and partnerships. Subject to the Council's direction, the City will continue to collaborate with the County in order to be ready and competitive for Measure A funding.

City Housing Fees – The City generates resources for affordable housing through four fee programs: the Below-Market-Rate (BMR) ownership in-lieu fee, two commercial linkage fees (also known as Housing Impact Fees) and the Rental Housing Impact Fee. Historically, those have been used to finance 100 percent deed-restricted affordable housing developments in order to serve a wide variety of needs, including for families, seniors, veterans, and the developmentally challenged. Recent examples include 1585 Studios (1585 West El Camino Real), Franklin Street Family (135 Franklin Street) and Studio 819 (819 North Rengstorff Avenue). There is the potential to invest resources from these fee programs to develop interim and/or permanent supportive housing.

However, these fee programs may not be used to fund services. The current unencumbered balance for the four programs is \$2.4 million as a result of various affordable housing developments recently funded. It is estimated that the four fee programs will generate approximately \$80 million from Fiscal Years 2016-19.

Boomerang Funds—These funds are a portion of the former tax increment funds that come back to local jurisdictions as: (1) a one-time lump sum from their former Low- and Moderate-Income Housing Fund (LMIHF); and (2) an ongoing (annual) bump in their property tax. In Mountain-View, the boomerang funds are generated by the former Revitalization District. There are no restrictions on how these funds can be used. In Fiscal Year 2014-15, the Council reserved \$140,800 in one-time funds and 20 percent of the net ongoing funds, \$51,000, for affordable housing. The Council has continued to reserve the \$51,000 in ongoing funds in subsequent fiscal years. The current balance of these funds is approximately \$65,000.

20 Percent Funds—These funds consist of loan repayments the City may receive from former redevelopment agencies' housing set-aside activities. Use of these funds is restricted to affordable housing activities. These funds cannot be used for services (i.e., distribution of blankets, food, and supplies) with one exception: up to \$250,000 per year may be spent on homelessness prevention and rapid rehousing services, including rental assistance, housing relocation and stabilization services, and case management. The current balance of these funds is approximately \$998,200.

Federal Funding (CDBG and HOME)—The City receives Federal funding for the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs on an annual basis. Approximately \$350,000 in CDBG funds and \$180,000 in HOME funds have been available annually for capital projects. Generally, these capital funds have gone toward rehabilitating existing affordable rental units, investing in infrastructure, and improving existing public facilities in lower-income neighborhoods. Going forward, priorities could be set that direct the funds to be used for homeless housing strategies. For example, CDBG funds can be used for land acquisition for permanent supportive housing. Eligible uses for HOME funds include land acquisition, construction, tenant-based rental assistance (TBRA), and rapid rehousing programs. Due to declining funding levels and a recent Federal change in the HOME ruling that became effective for the Fiscal Year 2015-16 HOME program, many cities in Santa Clara County shifted use of HOME funds for TBRA, either as stand-alone entitlement jurisdictions or as part of the Countywide HOME consortium.

Question 4: Does the City Council wish to consider utilizing City and/or Federal funds towards permanent supportive housing and/or interim housing?

State Funding – The State provides funding through programs such as the Mental Health Services Act (MHSA), the No Place Like Home (NPLH) Program, and the Veterans Housing & Homeless Prevention (VHHP) program that can be used for permanent supportive housing. Staff will explore the opportunities for accessing these funds based on the input of the Council regarding homeless housing strategies.

Public Policies

Developing a robust policy framework for homeless housing strategies can greatly facilitate their implementation. This subsection of the report provides a summary of potential public policies and provides questions for the City Council's consideration.

Goal Setting – Setting a target for a certain number of homeless housing units to be produced in a certain period can facilitate the development of such housing by establishing clear goals and metrics. For example, a goal could be set for, say, 100 units of permanent supportive housing to be developed over the next four years, and 100 units of interim housing in the next 24 months.

Question 5: Does the Council wish to set a policy goal for a certain number of homeless housing units to be developed over a certain period of time?

Precise Plan Targets – As the City develops various Precise Plans with a residential component, such as North Bayshore, East Whisman, and Shenandoah, the City Council could consider setting a target for homeless housing. For example, the City Council set a target of a minimum of 20 percent affordable housing units in North Bayshore. The City Council could consider apportioning a subset of the 20 percent affordable housing goal and set a percentage or numerical target for permanent supportive housing specifically.

Community Benefit – The City has a community benefits program used for certain office or residential development proposals. In the past, the City Council identified mobility improvements and affordable housing as priority community benefits.

Question 6: Does the Council wish to consider inclusion of a percentage or numerical target in Precise Plans for homeless housing, particularly permanent supportive housing? Does the Council wish to consider homeless housing as a specific category under the City's community benefits program?

FISCAL IMPACT

The summary of staff's short-term recommendations in this report can be fully funded (with balances remaining) from two sources:

1. \$250,000 in one-time housing funds discussed as part of the Fiscal Year 2016-17 Budget to be used for housing or services to low-income residents.
2. \$500,000 in one-time funds committed as public benefit from the 400 San Antonio Road project.

The table below summarizes costs, funding, and timelines for the new requests. (Other one-time items approved on October 4, 2016, included mobile hygiene services, waste tank caps, a commercial washer and dryer, and additional insurance costs incurred by the organizations participating in a safe parking program).

	Approved Cost Estimates	Approved Funding	Continued Cost Through FY 2018-19	Recommended One-Time Funding Source
<ul style="list-style-type: none"> • Outreach Worker in conjunction with the County at an estimated net annual cost to the City of \$50,000 to \$60,000. 	~\$50,000 to \$60,000 (*Cost is \$120,00, but there is \$30,000 balance from October 2016 authorization)	Boomerang FY 2016-17	\$90,000*	Public Benefits – San Antonio
<ul style="list-style-type: none"> • Case Worker for \$187,000 estimated and 18-month contract. 	-\$62,500 for first 6 months of 18-month contract. Cost is \$125,000 per year.	Boomerang FY 2016-17	\$250,000	Public Benefits – San Antonio
<ul style="list-style-type: none"> • Port-A-Potti with servicing at least three times per week to supplement the restrooms at Rengstorff Park. The estimated monthly costs average approximately \$200 to \$300. Some additional funding may be desirable to screen it. 	~\$10,000	Boomerang FY 2016-17	\$12,000	Public Benefits – San Antonio

	Approved Cost Estimates	Approved Funding	Continued Cost Through FY 2018-19	Recommended One-Time Funding Source
<u>New Recommended Options:</u>				
<ul style="list-style-type: none"> One-time needs for CSA to implement Outreach Program. 			\$75,000	Public Benefits – San Antonio
<ul style="list-style-type: none"> Permanent Supportive Housing, Rapid Rehousing or other needs for those living in vehicles. 			\$250,000	One-time housing funds approved, but not appropriated as part of the FY 2016-17 Budget.
<ul style="list-style-type: none"> Contingency for other homeless services. 			\$25,000	Public Benefits – San Antonio
<ul style="list-style-type: none"> Waste Dump Station Options* <ol style="list-style-type: none"> Construct a municipal RV waste dump facility at one of two potential sites. Pilot RV Waste Disposal Program (pilot 2 to 3 months) at a fixed location. Collect More Information 			~\$150,000 to \$250,000, plus staffing, if desired, could cost \$18,000 to 20,000 annually* ~ \$25,000 Staff time	Public Benefits – San Antonio

	Approved Cost Estimates	Approved Funding	Continued Cost Through FY 2018-19	Recommended One-Time Funding Source
<ul style="list-style-type: none"> Longer-term Homeless Housing Strategy Options* 			Staff time	
<p>Totals by Funding Source:</p> <ol style="list-style-type: none"> \$250,000 in one-time housing funds was discussed as part of the Fiscal Year 2016-17 Budget to be used for housing or services to low-income residents. \$477,000 in one-time funds committed as public benefit from the 400 San Antonio Road project. <p><u>Recommendation Total: \$727,000</u></p> <p>*Options Pending Council Direction:</p> <ol style="list-style-type: none"> If Council moves forward with building a waste dump site, then the project cost would be added to the CIP budget for Fiscal Year 2017-18. Depending on scope, the longer-term strategies may be a significant work item for staff. 				

CONCLUSION

At Council direction, staff has devoted considerable resources working on the complex issues of homelessness and residents living in vehicles for some time now. Based on that work and previous Council action, it is recommended that the Council:

- Approve recommendations and/or provide direction to staff to refine short-term programs and services. The recommendations are:
 - Continue to fund an Outreach Worker through Fiscal Year 2018-19 (\$90,000 for the City's share of the cost with the County).
 - Continue to fund a Case Worker to continue through Fiscal Year 2018-19 with the County for Permanent Supportive Housing (PSH) (\$250,000).
 - Complete the CSA Outreach Plan (\$75,000).
 - Reserve funding for Permanent Supportive Housing (PSH) assistance, Rapid Rehousing, or other needs (\$250,000).

- e. Provide contingency funding for homeless initiatives (\$25,000).
 - f. Continue to fund a Porta-Potti at Rengstorff Park (\$12,000).
 - g. Provide direction on a pilot RV waste disposal program (\$25,000).
2. Provide direction to the City Manager to include appropriations of \$250,000 in one-time housing funds in the Fiscal Year 2017-18 Budget to be used for housing for services to low-income residents.
 3. Provide direction to the City Manager to include appropriations of \$477,000 in the Fiscal Year 2017-18 budget for homeless initiatives from one-time funds Public Benefits – San Antonio.
 4. Authorize the City Manager to execute contracts consistent with approved recommendations with Santa Clara County or other providers for homeless support programs, including up to \$370,000 for a Caseworker and Outreach Worker services.
 5. Provide input on six longer-term strategies to house the homeless.

ALTERNATIVES

The Council may wish to consider the following alternatives to the recommendation:

1. Council could modify one or more recommendations.
2. Council could direct staff to pursue options that were not recommended by staff.
3. Council could decide not approve any recommendations at this time.
4. Council could provide other direction.

PUBLIC NOTICING

Agenda posting, web and social meeting advisories, and a copy of the report was sent to the County, CSA, stakeholder group members, and as feasible, customers who have corresponded with the City Manager's Office on this topic.

Prepared by:

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Approved by:

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Randal Tsuda
Community Development Director

Daniel H. Rich
City Manager

KST-WC/7/CAM
609-03-07-17CR-E

- Attachments:
1. [Council Report for October 4, 2016](#)
 2. [Council Minutes – October 4, 2016](#)
 3. Work Plan Summary
 4. City Department Data Summary
 5. [County Plan to End Homelessness](#)
 6. Waste Dump Station Analysis
 7. Continuum of Homeless Housing Strategies
 8. Santa Clara County Homeless Point-in-Time 2015 Census and Survey Summary of Noteworthy Statistics
 9. Map of Locations with Residents Living in Vehicles

HOMELESS LIVING IN VEHICLES WORK PLAN

Last Updated February 22, 2016

#	Task/Deliverable	Target Date	Milestones	Status
<i>Council Action Items from October 4, 2016</i>				
1	Continuation of City data gathering on calls for service and staff activity related to the issue of people living in vehicles	Monthly	<ul style="list-style-type: none"> • Topic area and tracking developed • Data collected from August 2016 to January 2017 • Data gathering refinements continue 	ONGOING
2	Contract via the City for a grant to CSA for one half-day per week for mobile hygiene services	January 2017	<ul style="list-style-type: none"> • Coordination meetings held • Business terms and contracting authority approved by the Council on January 24, 2017 and the County Board of Supervisors on December 13, 2016 • CSA reviewing two operators and will establish a location and date/time for services • CSA will aim to supplement with a day, such as Tuesday, to complement the showers at Hope's Corner presently on Thursday and Saturday 	IN PROGRESS
3	Provide free waste tank caps to RV owners to help ensure tanks are not leaking onto City streets	December 2016	<ul style="list-style-type: none"> • Coordination meetings held • Staff purchased and provided waste caps and drip pans • Will be distributed by CSA Outreach Worker and Fire and Environmental Protection staff as needed 	COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
4	72-hour noticed cleaning of Crisanto Avenue and Latham Street	December 2016	<ul style="list-style-type: none"> • Coordination meetings held • New permanent street cleaning signs posted December 2016 for Crisanto Avenue • Outreach Workers engaged to advise of street cleaning • Monthly cleaning for Crisanto Avenue • Bimonthly cleaning of Latham Street 	COMPLETED
5	Fund the purchase of a commercial washer and dryer for CSA and/or Hope's Corner	January 2017	<ul style="list-style-type: none"> • Business terms and contracting authority approved by the Council on January 24, 2017 • City to finalize contract and CSA will purchase and coordinate a location 	IN PROGRESS
6	Contract for Porta-Pottis that are ADA compliant, equipped with a hand sanitizer at Rengstorff Park, and include servicing at least three times per week	November 2016	<ul style="list-style-type: none"> • Coordination meetings held • Staff reviewed a selection of sites • Sited on parking lot at Rengstorff Park • LED lights added to the area for enhanced safety • Screening options under review 	COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
7	Provide grants for the additional insurance costs incurred by the nonprofit faith-based organizations who may participate in a safe parking program	Pending further development of the pilot concept	<ul style="list-style-type: none"> • Coordination meetings held with the County • Met with CSA and faith-based leaders who want to pilot a safe parking or other program • Pilot institutions researching financing 	PENDING
8	Further discussion with the County and faith community regarding rotating shelter options	Ongoing	<ul style="list-style-type: none"> • Coordination meetings held with the County, CSA, and faith-based leaders who want to pilot a safe parking or other program • CSA and Hope's Corner are looking at options 	ONGOING
9	Share cost of an Outreach Worker with the County to be sited at CSA/ locally for contacting people living in vehicles, assess needs, and link to services and housing	January 2017 Ongoing coordination	<ul style="list-style-type: none"> • County provided temporary outreach in December 2016 - February 2017 • CSA hired Outreach Worker in January 2017 • Business terms and contracting authority approved by the Council on January 24, 2017 and the County Board of Supervisors on December 13, 2016 • County temporary transition to CSA in February/March 2017 	COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
10	Fund a Case Worker via an agreement with the County for intense case management for Permanent Supportive Housing needs	January 2017 Ongoing coordination	<ul style="list-style-type: none"> Negotiated contract terms Business terms and contracting authority approved by the Council on January 24, 2017 and the County Board of Supervisors on December 13, 2016 Peninsula Healthcare Connection (formerly New Directions) selected as County contractor to serve as Case Worker working with CSA Outreach Worker County transition to contractor Peninsula Healthcare Connection in March 2017 	COMPLETED
11	Conduct further analysis and return to Council in early 2017, with specific options for how the City might enhance its involvement with the County to expand the availability of housing programs to Mountain View homeless and unstably housed residents	October 2016 - February 2017	<ul style="list-style-type: none"> Staff developed a work plan and associated report outline Coordination meetings held, including a discussion of Measure A opportunities Staff reviewed County Plan to End Homelessness 	COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
12	Continue to explore a waste dump site and look for options to bring the cost down	October 2016 - February 2017	<ul style="list-style-type: none"> • Coordination meetings held • Sites reviewed by staff • Outreach to SCVWD • Siting locations discussed at Project Coordinating Committee meeting • Summary of options provided for March 7 Council report • Pending Council direction for a consideration of a CIP for preliminary cost estimates and a schedule for site development 	COMPLETED
<i>Additional Staff Action Items</i>				
13	Follow-up with Fire on RV heating hazards for outreach and communications	October 2016	<ul style="list-style-type: none"> • RV Fire/Life Safety Hazard Outreach and Enforcement efforts analyzed • Outreach material created in English and Spanish • Fire suppression crews trained in proactive outreach 	COMPLETED
14	Continued regional engagement like the Cities Association meeting	October 13, 2016 Follow-up early 2017	<ul style="list-style-type: none"> • Presentation made in October by Mayor and staff 	PART ONE - COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
15	Create homeless services web page and update our community contact resources	November/December 2016	<ul style="list-style-type: none"> Added homeless and housing content to newsletter New <i>Ask MV</i> topics added Several informational collateral items gathered Link: http://www.mountainview.gov/depts/comdev/preservation/living_in_vehicles_and_homeless_information.asp 	COMPLETED
16	Project Work Plan developed; interdepartmental team coordinated; kick-off all staff meeting and ongoing monthly meetings established	October 2017	<ul style="list-style-type: none"> Coordination meetings held Staff informed and coordinating activities 	ONGOING
17	Staff working group for housing options follow-up for 2017	December 2016-February 2017	<ul style="list-style-type: none"> Coordination meetings held Met with the County on Measure A opportunities Defined initial options and costs 	COMPLETED
18	Private donor outreach	Meeting on November 2, 2016 Follow-up meeting in January 2017 with SVCF	<ul style="list-style-type: none"> Coordination meeting held List of suggested funding opportunities provided to Silicon Valley Community Foundation for future consideration Dialogue will continue on opportunities 	PART ONE - COMPLETED

#	Task/Deliverable	Target Date	Milestones	Status
19	Research the new effort for development of Long Beach, Los Angeles Safe Parking programs, new ordinances, etc.	November 2016	<ul style="list-style-type: none"> • Researched and analyzed • Summary of recent actions for the March 7 Council report 	COMPLETED
20	Provide direction for people earning rental income from use of the right-of-way	January-February 2017 report	<ul style="list-style-type: none"> • City Attorney analyzed case law • Summary provided for March 7 Council report 	COMPLETED
21	Review of street locations that may pose visibility or other safety concerns on driveway visibility, safety near curves, etc.	December 2016-February 2017	<ul style="list-style-type: none"> • Coordination meetings held • PWD surveyed the locations on four days and based on these points in time, some modifications were recommended for Latham Street • PWD painted limited number of curbs on Latham Street • Additional reviewed will be conducted as needed 	COMPLETED
22	Look at options and costs for creating a Downtown Streets Team for MV	Early 2017	<ul style="list-style-type: none"> • Coordination meetings held • Analyzed options and costs 	COMPLETED

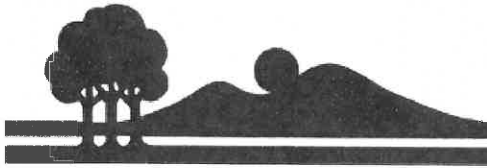
#	Task/Deliverable	Target Date	Milestones	Status
23	Planning for outreach to people living in vehicles	Ongoing	<ul style="list-style-type: none"> • Coordination meetings held • Temporary outreach plan coordinated with the County • CSA hired Outreach Worker • Transition and Coordination in progress • New Plan in Progress for CSA Outreach Worker 	PART ONE - COMPLETED
24	Ongoing updates to stakeholders	Ongoing engagement	<ul style="list-style-type: none"> • Four updates provided to stakeholders 	ONGOING
25	2017 Santa Clara County Point In Time (PIT) Count	January 2017	<ul style="list-style-type: none"> • Supplied County contractor with maps and associated information 	COMPLETED
26	Update the count of people living in vehicles and locations	February 2017	<ul style="list-style-type: none"> • Coordination meetings held • IT developed app to count vehicles • PD lead implementation in the field 	COMPLETED
27	Review develop outreach material for homeless – living in vehicles and encampments	February 2017	<ul style="list-style-type: none"> • Coordination meetings held • Outreach material received from FD, PD, CSD, CSA, and the County • Added helpful resources to the new web page • Will seek to reformat print collateral in future 	COMPLETED

HOMELESSNESS DATA COLLECTION BY DEPARTMENT¹

Department/Division	Metric	2015-16	July 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017
Police	Number of complaints related to inhabited cars/RVs or those without an address ^{2,9}	0	124	153	157	109	111	99	99
Police	Number of citations given to inhabited cars/RVs for not moving every 72 hours ^{3,9}	69	31	28	29	11	34	10	24
Police	Number of cars/RVs towed for not moving every 72 hours and location ⁸	26	0	1	0	0	0	0	1
Police	Number of complaints from residents in surrounding neighborhoods ^{2,9}	-	17	17	8	5	8	0	0
Police	Estimated staff time spent on response or enforcement of inhabited cars/RVs ⁴	50	9.15	15.15	25.33	17.70	13.80	50.00	23.70
Fire/Environmental Services	Number of medical calls for inhabited cars/RVs or those without an address	196	12	14	11	21	20	13	16
Fire/Environmental Services	Number of illegal waste dumping incidents related to inhabited cars/RVs	1	2	1	0	0	0	0	0
Fire/Environmental Services	Number of responses to inhabited car/RV spills	20	2	1	2	0	0	0	0
Fire/Environmental Services	Number of citations given for illegal dumping related to inhabited cars/RVs ⁶	-	0	0	0	0	0	0	0
Fire/Environmental Services	Number of leaks noted related to inhabited cars/RVs	4	2	1	0	1	0	0	0
Fire/Environmental Services	Number of other issues related to inhabited cars/RVs or those without an address	0	0	0	0	0	0	0	1
Fire/Environmental Services	Estimated staff time spent on illegal waste incidents related to inhabited cars/RVs ⁵	138	6.16	3.26	5.00	1.76	6.00	4.35	3.29
Public Works	Number of times street cleaning was conducted due to RV waste dumping incidents ¹⁰	1	0	1	0	0	1	2	2
Public Works	Number of times wastewater staff responded to RV waste dumping incidents ¹⁰	8	1	1	4	1	0	1	0
Public Works	Number of requests for parking restrictions related to RVs	31	1	5	2	0	0	0	1
Public Works	Estimated staff time spent on incidents related to inhabited cars/RVs ¹³	84	6	58	16	8	95	60	14
Community Services	Number of complaints to CSD staff about inhabited cars/RVs parked along Crisanto ^{2,7}	-	0	1	0	0	0	0	1
Community Services	Number of incidents responded to related to inhabited cars/RVs ^{7,11}	-	38	37	36	34	31	35	42
Community Services	Number of observations by rangers of inhabited car/RV activity ¹²	-	0	0	0	0	0	0	0
Community Services	Estimated staff time for extra clean-up of Rengstorff Park due to inhabited cars/RVs ^{7,11}	-	33.25	31.5	30.5	32.5	20.5	21.5	25.5
Code Enforcement	Number of complaints related to code violations of inhabited cars/RVs ²	3	0	0	0	0	0	0	0
Code Enforcement	Estimated staff time spent on incidents related to inhabited cars/RVs	2	0	0	0	0	0	0	0
City Manager's Office	Number of complaints from residents in surrounding neighborhoods ²	10	5	5	5	7	4	4	2
City Manager's Office	Estimated staff time spent on homelessness project	960	120	120	120	120	120	120	120
City Manager's Office	Estimated staff time spent on complaints related to inhabited cars/RVs	10	5	5	5	7	4	4	2
Library Services	Estimated staff time spent on issues related to homeless residents ¹²	-	-	-	-	-	-	-	-
Community Development	Estimated staff time spent on issues related to homeless residents ¹²	-	1	3	5	6	8	8	8
Total Incidents (in hours)		369	235	266	254	189	209	164	189
Total Staff Time (in hours)		1244	180.56	245.91	206.83	192.96	267.30	267.85	196.49

All Incidents	=	1875
All Staff Time	=	2791.90
FY 2016-17 6 Mo. Time	=	1351.4
FY 2016-17 To-Date	=	1547.90

¹ Year-to-year data comparisons will be available FY 2017-18.
² Data have not been cross-referenced. Some complaints may have been responded to by one or more department.
³ Citations are not only for 72 hour parking violations. The total may actually be less.
⁴ Opportunity costs of staff time are also a factor and not represented here.
⁵ Hours are combined with the Abandoned Vehicle Abatement Authority.
⁶ Citing for offences when occupants are present.
⁷ Data were first recorded in July 2016.
⁸ Vehicles are not towed for violating 72 hour parking violation.
⁹ These figures represent an updated method PD uses to track complaints.
¹⁰ Public Works initiated monthly cleaning of Crisanto Ave., November, 2016 and Latham St., December 2016.
¹¹ Data are compiled quarterly.
¹² From July 2016 to January 2017, LSD saw approximately 10-12 individuals on a regular basis who may be homeless.
¹³ Data include retroactive updates from Traffic Engineering.



CITY OF MOUNTAIN VIEW

MEMORANDUM

Public Works Department

DATE: February 27, 2017

TO: Daniel H. Rich, City Manager

FROM: Michael A. Fuller, Public Works Director
Bob Kass, Transportation Manager

SUBJECT: RV Waste Disposal Options

At Council's direction, Public Works has conducted additional analysis of siting, construction, and operational issues associated with developing a public RV sanitary waste disposal facility that would provide an environmentally responsible local option for RV residents to dispose of their gray and black wastewater. Internally, staff's review included gathering input from Planning, Building, Fire/Environmental Protection, Police, Traffic Engineering, Community Services, and Public Services. Staff also contacted the City of Palo Alto, Santa Clara County Parks, the Santa Clara Valley Water District, and private septic and portable restroom companies in order to assess the full range of options for providing an RV waste dump facility in Mountain View.

General Siting Considerations

To best meet the need of existing Mountain View residents living in vehicles, a sanitary waste disposal facility would ideally be located as close as possible to the existing concentration of RVs. Because residents living in RVs are somewhat dispersed throughout the City and are relatively mobile, this is not really feasible, so overall site accessibility along with neighborhood compatibility has been identified as the primary criteria for successful site selection.

While the primary intent of the RV sanitary waste disposal facility is to serve the existing Mountain View RV resident population, it should be noted that over time, a Mountain View facility would likely attract pass-by and neighboring community users, due to the lack of available public RV dump facilities in the surrounding area and the dissemination of information regarding a legal RV dumping location in Mountain View.

Facility Requirements

An RV dump station would need to comply with all applicable building and zoning requirements, including accessibility standards for vehicles and users. Due to the nature of the use, an RV dump facility would require a connection to the sanitary sewer system and a wastewater discharge permit, and would be subject to quarterly monitoring (sampling and testing) as a condition of the permit. The RV dump station would also need to include a water supply (potable or nonpotable) for flushing of holding tanks. Staff would recommend including garbage and recycling containers for disposal of trash, recyclables, and other solid waste as a convenience to users. Other potential site amenities would be the inclusion of lighting, a security system (to discourage illicit dumping of hazardous materials), and potentially, an emergency communications system.

To minimize impacts on surrounding neighborhoods and adjacent traffic, a site should also provide adequate off-road queueing space for a minimum of two to three vehicles. Figures 1 through 3 provide examples of RV dump facilities and amenities.

General Operational Issues

The predominant model for RV dump facilities is self-service. Santa Clara County Parks operates self-service RV dump facilities at Coyote Lake, Mt. Madonna, and Sanborn County Parks. A fee of \$15 is charged for public use by RVs not occupying a reserved campsite. Many California State Parks also have self-serve facilities. A number of states also maintain self-service dump stations at highway rest areas.

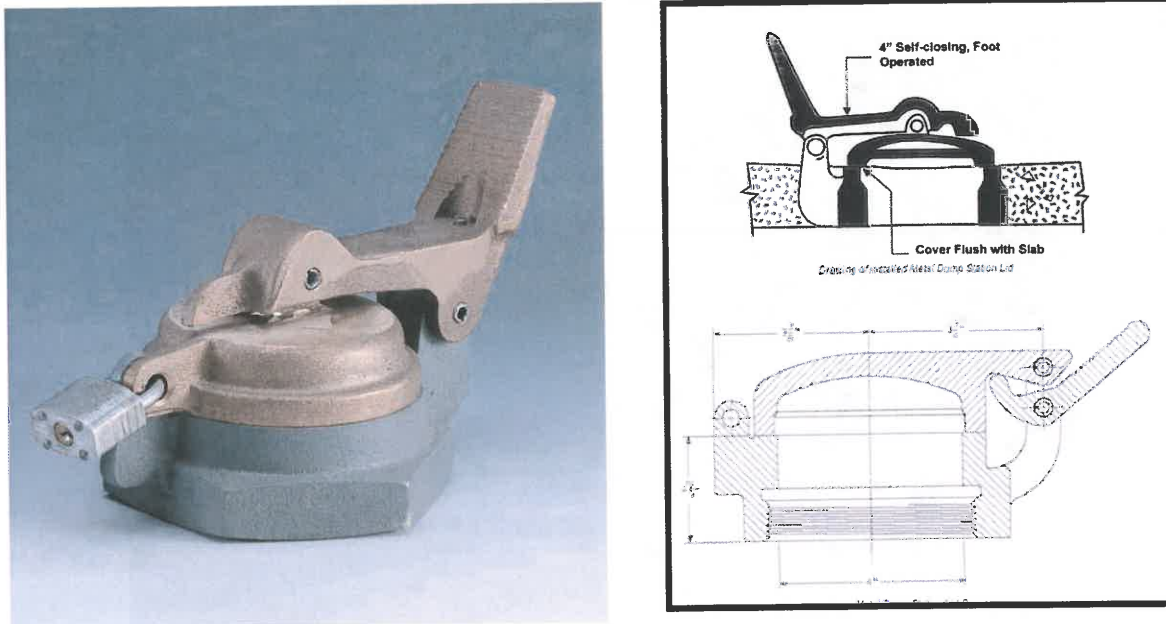
Figure 1 – Dump Station with Waste Disposal and Water Towers in Raised Concrete Pad



Figure 2 – Dump Station with At-Grade Sewer Connection



Figure 3— Dump Stations Locking Hatch Cover and Construction Detail



Another consideration for the City for any facility would be hours of operation. A 24/7 facility would provide the maximum benefit for the range of RV residents, including those that work during regular business hours. However, access during the evening or nighttime, depending on the location, could prove to be disruptive to adjacent uses. If a facility is developed, the City should approach hours of operation cautiously, with input from the users and neighbors to set hours that would best meet their needs.

Staffing of an RV dump site would minimize the possibility for illicit dumping. Assuming the site was staffed 18 hours per week (4 hours per day on weekends and 2 hours per day on weekdays), at an hourly part-time rate equivalent to that of a Building Attendant, the cost of staffing would be approximately \$18,000 to \$20,000 annually.

Some regular maintenance and cleaning of the site would also be required and would have some ongoing impact on the City. Depending on the usage, cleaning could be required weekly or more frequently, with some expectation that nonregular “emergency” maintenance and cleaning would be required.

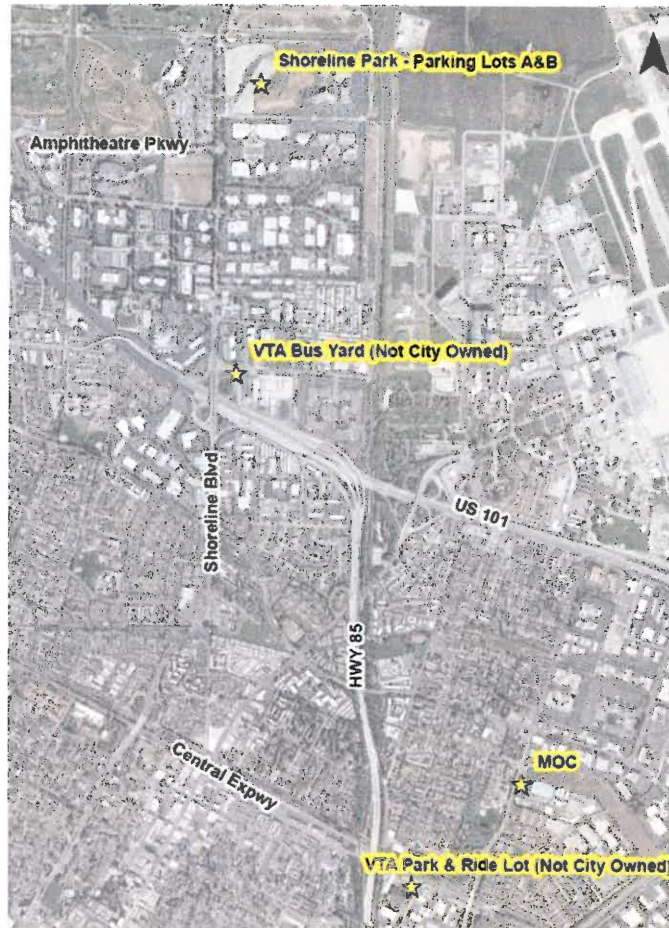
Potential Locations

Staff conducted a review of potential sites for a dump station (see Figure 4). Given the high cost of land in Mountain View, staff limited its site review to publicly owned properties. Additionally, sites in residential areas or sites not easily accessible from major arterials were not considered. Other locations that were considered but rejected

due to conflicts with existing uses included the parking lots at both Cuesta Park and Rengstorff Parks. Potential City-owned sites include the area in front of the Municipal Operations Center (MOC) on Whisman Road and the Shoreline A/B parking lots between Fire Station 5 and the Dog Park. Other publicly owned sites include the Valley Transportation Authority (VTA) bus yard near the intersection of La Avenida and Shoreline Boulevard, and the Park and Ride lot at Evelyn Avenue and Pioneer Way. Staff has not contacted VTA to see if there is any potential interest in locating an RV waste dump station on either of the VTA-owned sites.

Potential issues with any site include attracting RVs to an area where they do not currently frequent, illicit dumping when the station is closed, and other issues such as noise and litter that may occur where RVs congregate. Staff has not conducted community outreach for any particular site, though neighborhood outreach is recommended if a site is selected for additional consideration.

Figure 4 – Potential Locations for RV Dump Facility



Municipal Operations Center (MOC) Option

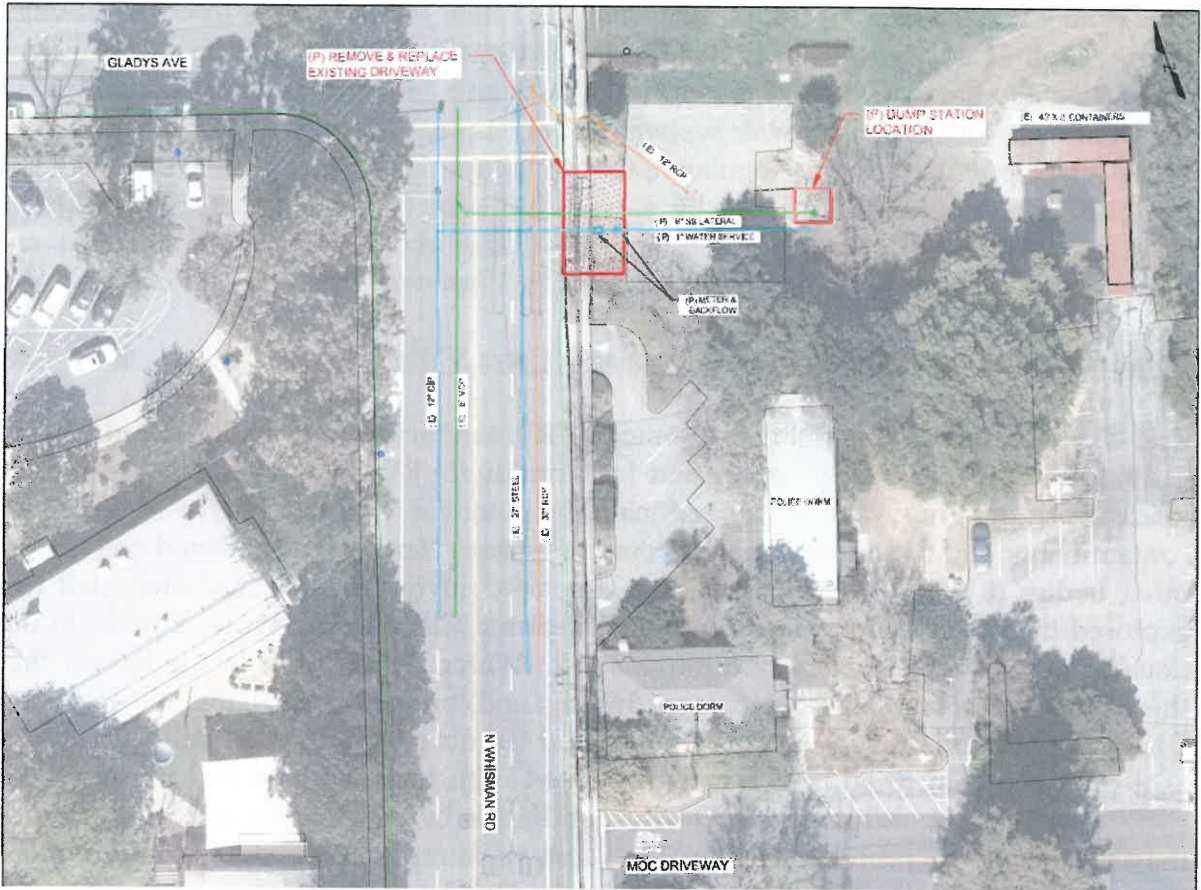
Staff performed a preliminary evaluation of a location in front of the MOC on Whisman Road. This location would require paving some of the area north of the public sandbag self-fill site north of the Police dorms, and possibly modify the signalized intersection of Gladys Avenue and Whisman Road to incorporate driveway access (see Figure 6). Sufficient space would be required to prevent queueing of vehicles onto Whisman Road and to retain sandbag-filling activities. Staff has reviewed the initial project cost estimate of \$250,000 for an RV waste dump facility at the MOC provided to the Council in October 2016. Given the potential need for parking lot expansion and intersection modifications, which were not initially identified in the October 2016 estimate, this cost estimate may still be reasonable; however, it is possible that with in-house design and project management, the total project costs could be under \$200,000.

A potential issue unique to this site includes the possibility of attracting RVs to the adjacent residential neighborhood for convenient access to the RV waste dump facility. Police and Fire Department staff have also expressed concerns about noise and other impacts to the adjacent dorms as well as proximity to the active, live fire training facility that would occur with a waste dump facility at this MOC location.

**Figure 5— Potential MOC RV Dump Site Location—
View from Whisman Road Looking East**



**Figure 6 – Conceptual Site Plan for RV Dump Site
Adjacent to Whisman Road MOC**



Shoreline Amphitheatre Parking Lots A/B

Although a thorough site analysis has not been performed, another possible location would be the Shoreline Amphitheatre A/B parking lots, potentially in the northwest corner adjacent to the Dog Park. Potential issues with this site include attracting RVs to an area where they do not currently frequent, travel distance from existing RV locations, traffic congestion getting to/from the site, constrained use during concert season, and potential disturbance to nearby Fire Station No. 5. The cost to develop an RV waste disposal facility at the Shoreline site could potentially be less expensive than the Whisman Road location, as no traffic signal modifications or site expansion would be necessary.

Palo Alto Wastewater Treatment Plant Option

Palo Alto's Wastewater Treatment Plant used to allow septic haulers to dump sewage into a manhole adjacent to (but outside) the Treatment Plant. The facility was closed some time ago because of sewage overflow issues and generally uncontrolled access to the dump site and sanitary sewer system. Septic haulers are now required to come on to the plant premises during regular operating hours. The Palo Alto facility was not designed for or intended for use by RVs. Palo Alto further indicated that due to Treatment Plant operational issues, including staffing and vehicle circulation, they are unable to accommodate RV waste dumping at the Wastewater Treatment Plant.

Potential Funding Partnership with the Santa Clara Valley Water District

One of the primary benefits of a municipal RV sanitary dump station would be to provide an environmentally appropriate local option for RV residents to dispose of their black water and gray water waste, reducing the potential for the discharge of untreated contaminants into the storm drain system and subsequently into protected creeks and other bodies of water. Because of these beneficial environmental attributes, staff has explored the potential for partnering with the Santa Clara Valley Water District in the development of an RV sanitary dump station. Water District staff has indicated that there may be some potential for partnering and/or grants available through the District's Pollution Prevention Partnerships and Grants program, potentially structured as a pilot program to address issues associated with homelessness and protection of surface waterways. While Water District funding is by no means guaranteed, should the City decide to proceed with an RV sanitary dump station, staff would explore partnering or grant opportunities with the Water District in more detail.

Mobile Waste Disposal Options

Staff contacted a number of septic tank and portable toilet service companies to explore mobile waste options. With one exception, there was limited interest in providing direct service to the RVs due to the complexity of servicing these units in-place. The one company that was willing to provide this service indicated that it would require a minimum of 20 RVs serviced per visit, at a cost of \$50 per RV (\$1,000/visit minimum) to provide direct on-site service to RVs. A less-expensive alternative that this same company could also provide would be to stage a mobile unit at a fixed location where RVs would come for disposal of waste. Under this option, the cost would be \$360 for a two-hour weekday service or \$540 for a four-hour weekend service, plus \$30 per RV serviced. Cost-share potential with RV owners might exist to reduce the costs of this service. This option could be implemented quickly and would provide data on the use

of a disposal site prior to making a significant long-term investment in a permanent location.

Alternatives

1. Construct a Municipal RV Waste Dump Facility. Should the City Council direct staff to advance the construction option, staff would develop a project for incorporation in the upcoming Capital Improvement Program. Staff would recommend carrying both the MOC and the Shoreline site options through a more detailed alternatives analysis, which would allow for public and neighborhood outreach and input. Outreach to the RV residents would also be conducted in parallel with site evaluation. Staff would return to the Council at a future date with a preferred alternative before proceeding to final design and construction. Recommendations regarding hours of operation, staffing, and any user fees would be brought forward in conjunction with the preferred site recommendation.
2. Pilot RV Waste Disposal Program. Staff would obtain proposals from interested vendors to provide RV waste disposal services for a limited period of time in order to test RV resident demand and usage of a municipal service. Should Council wish to pursue this option, staff would recommend a three-month trial be conducted (six weeks at each site). The City would conduct public notification of the neighboring property owners and residents at each site, and outreach to the RV residents regarding the hours of operation of the facility. Issues and complaints would be monitored and a report would be provided back to Council at the end of the trial with data on usage, costs, and any associated issues or complaints along with a recommendation regarding any permanent facility.
3. Collect More Information. The Council could defer a decision on either a permanent or a pilot facility until more information is collected by the City's Outreach Worker on the needs of RV residents and the demand for a facility. Once information has been collected on the number of residents that would use a facility, the frequency of use, and any operating parameters (e.g., hours of operation, cost-sharing ability, location constraints), staff would return to the Council with a more specific recommendation.

MAF-BK/KT/7/MGR
609-03-07-17CR-E Att 6

Continuum of Homeless Housing Strategies

In thinking about how to address the “housing needs of the homeless,” it is important to note that there are various housing strategies that fall along a continuum. Each of these strategies can function as a stand-alone program, or multiple strategies can be implemented in an integrated manner to address a range of housing needs. For example, a jurisdiction may seek to develop permanent supportive housing as well as transitional housing so that homeless persons have a place to live in the interim. Local needs and conditions; existing and potential tools, resources, and partnerships; and knowledge of Best Practices can help determine which strategies to use. Additionally, while there is a set of terms and descriptions that practitioners commonly use to describe the strategies, there is not a standardized set of definitions. Given the presence of multiple strategies and the lack of standardized language, it is not always immediately clear what is meant by “housing the homeless.” This Attachment 7 seeks to provide a conceptual framework through three “lenses” in order to facilitate a better understanding of the various homeless housing strategies and their interrelationships

Lenses 1 (Preventing Homelessness v. Housing the Homeless) and 2 (Emergency Assistance v. Development of/ Access to Housing) discuss the options at the opposite ends of the continuum, while Lens 3 (Temporary Residential Structures v. Permanent Residential Structures) refers particularly to the part of the continuum that emphasizes housing structures. Note that these Lenses are intended to help categorize the strategies for easier understanding, but the categories are not meant to be rigid. There is fluidity along the continuum between the strategies.

- **Lens 1: Preventing Homelessness v. Housing the Homeless:**

Lens 1 distinguishes between preventing individuals or households from falling into homelessness versus providing housing for individuals who are already homeless. On one end of the continuum, certain individuals/households may face a high risk of homelessness due to the high cost of housing relative to income, job loss or decline in income, or other shock to their financial stability such as a spike in housing costs or unforeseen expense such as health care or car maintenance. These households make just enough to get by, but a change in their income or an unforeseen cost, even minor ones, can put their living situation in a precarious position.

On the other end of the continuum, persons who are already homeless need access to appropriate housing in order change their living condition. Therefore, housing the homeless would be the appropriate response.

“Rapid rehousing” may be considered a homeless prevention tool for those who may have lost their existing home but may be staying with friends or family or may have experienced homelessness for a brief period. Quickly rehousing these persons and minimizing the duration of their instability can allow them to get back on their feet more quickly. Rapid rehousing could be composed of any one or a combination of strategies, including emergency cash assistance, relocation services, and access to replacement housing.

- **Lens 2: Emergency Assistance v. Development of/Access to Housing:**

Building on Lens 1, households at risk of homelessness may be stabilized by emergency cash assistance in order to mitigate temporarily the loss of income or to pay for an unforeseen expense. However, if income loss or increased costs become long-term conditions (such as from loss of employment or long-term health conditions), temporary cash assistance may not be sufficient to prevent homelessness.

Conversely, homeless persons need a roof over their heads. This requires access to some type of structure. These may be structures that currently exist or that need to be built. These may also be nonresidential structures converted to residential uses (such as a warehouse or church) or purpose-built residential structures (such as a multi-unit residential building).

- **Lens 3: Temporary Residential Structures v. Permanent Residential Structures:**

Structures used to house the homeless may be either temporary or permanent in nature. For example, a strategy to house the homeless could include the conversion of a hotel/motel or a nonresidential structure such as a warehouse into a residential use for a limited duration. Upon the completion of the structure’s use as temporary or “interim” housing for the homeless, the structure could return to its original use or be redeveloped for another purpose. Another example of an interim housing strategy that has recently seen significant media attention and exploration by housing practitioners, though not yet widely implemented, is the use of “tiny homes,” “modular housing,” or even shipping containers that can be quickly brought to and built on a particular site. These structures are typically built for long-term durability. However, recent innovations and design concepts in new housing prototypes emphasize rapid response and scalability but that may have lower levels of durability. Developers, cities, and even design/architecture programs at universities are testing a variety of housing concepts. A potential constraint for interim housing is that certain product types may not meet building code requirements. The feasibility of these structures as interim housing would

require additional research by staff if directed by the City Council to conduct further exploration.

Note that certain structures that may be used as an interim housing strategy may also be used for permanent housing. For example, a converted hotel/motel or modular housing could remain as homeless housing and be part of a longer-term strategy. Shipping containers could also be used individually or stacked into a multi-unit configuration. For example, Potters Lane in Orange County, California, is using shipping containers to house homeless veterans. This is primarily a question of policy as opposed to a question of structural limitations.

However, a multi-unit apartment building is the structure that most readily comes to mind when permanent housing for the homeless is referenced. These are residential developments of various heights and densities but are often three to five stories tall. While this could be built using traditional stick-frame techniques (or steel if it exceeds certain heights), firms are also innovating on this area. For example, Kasita is an example of a firm that has developed some recent innovations in modular housing. While its product was originally designed as a micro unit with modern designs and finishes, each unit can be quickly built and stacked into a multi-unit development. CITYSPACES MicroPAD housing by Panoramic Interests is another example of stackable, modular housing that has been developed to house the homeless, as well as urban “naturally affordable” housing for the workforce.

Permanent housing for the homeless is typically developed according to the “housing first” model, where long-term housing is provided and is infused with resources such as case management, health care, and employment services. This is known as permanent supportive housing, and is typically geared toward individuals who experience long-term or recurring episodes of homelessness and have a disabling condition.

A key distinction between interim versus permanent supportive housing is that interim housing structures can usually be constructed or brought on-site much more quickly than permanent supportive housing, provided the availability of land and funding. As a result, interim housing can provide a temporary living situation for the homeless while permanent supportive housing, which takes longer to build, is being developed. This is one of the reasons that “interim” housing is also often called “transitional” housing: it is a stepping-stone that allows homeless persons to transition off the street and into permanent supportive housing. However, recent innovations in modular housing and construction, such as those discussed above, could potentially reduce the amount of time it would take to build permanent supportive housing.

**Santa Clara County Homeless Point-in-Time 2015 Census and Survey
Summary of Noteworthy Statistics***

- 276 homeless persons in Mountain View
 - 29 percent sheltered
 - 12 percent in emergency shelters
 - 17 percent in transitional housing
 - No permanent supportive housing currently available
 - 71 percent unsheltered
 - 30 percent on the street
 - 23 percent cars/vans/RVs
 - 14 percent encampment areas
 - 4 percent abandoned buildings
- Over 87 percent of the homeless were over 25 years of age
- Approximately 63 percent were male
- About 16 percent were or are in the foster care system
- Duration of homelessness
 - 33 percent were homeless for the first time
 - 63 percent of those surveyed had been homeless for more than a year
- Race/Ethnicity
 - 38 percent Hispanic/Latino
 - 42 percent White
 - 30 percent Multiethnic
 - 18 percent Black
- Causes
 - 31 percent job loss
 - 20 percent alcohol/drug use
 - 15 percent divorce/separation/breakup
 - 13 percent argument/family or friend asked you to leave
 - 12 percent incarceration
 - 7 percent reported domestic violence
 - 7 percent reported mental health condition
 - 7 percent reported physical health or medical condition

Obstacles to obtaining permanent housing: The barriers listed are not mutually exclusive. Many of the homeless persons surveyed encountered more than one barrier:

- Couldn't afford rent—68 percent
- No job or income—57 percent
- No housing available—38 percent
- No money for moving costs—37 percent

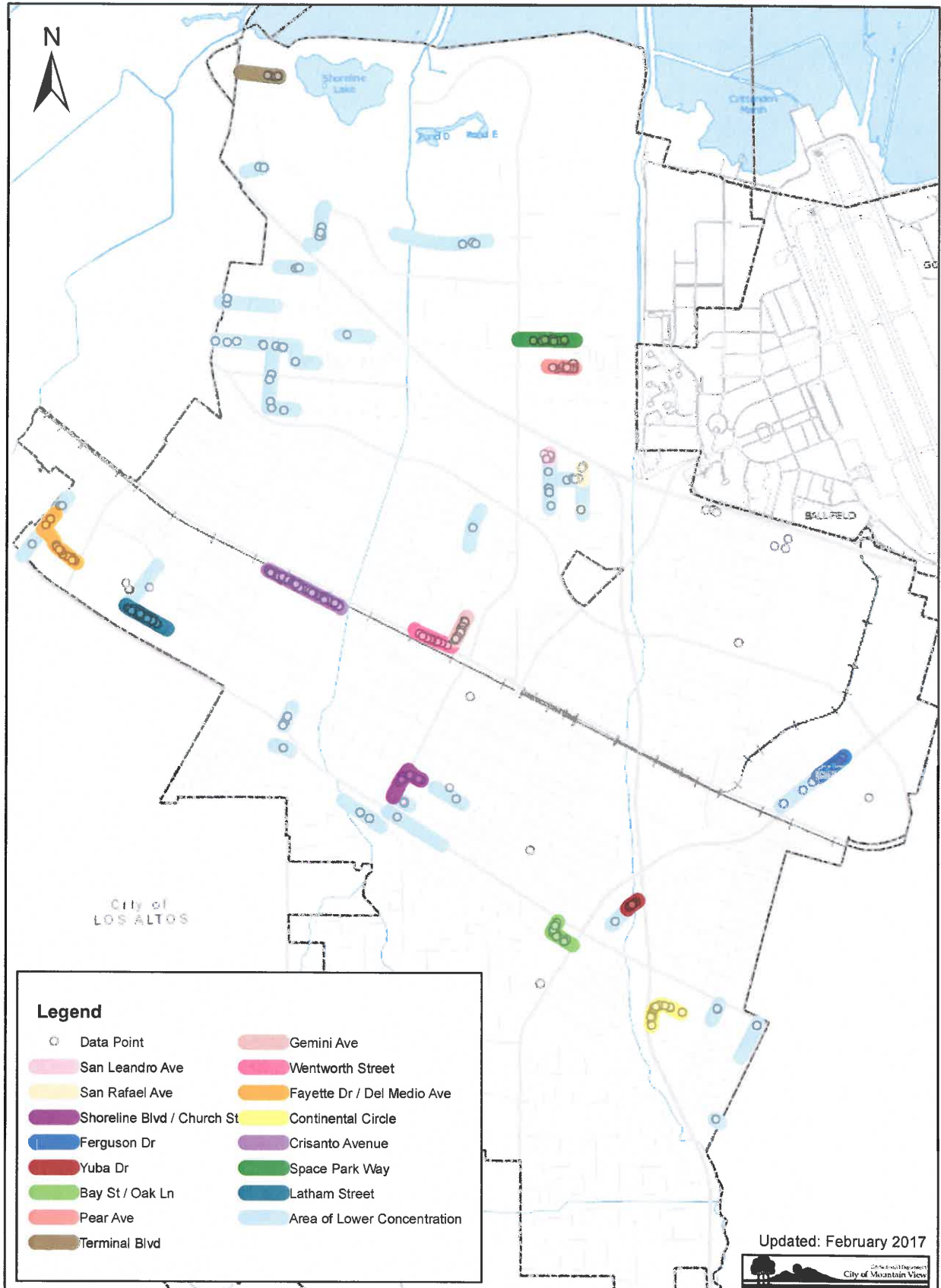
Employment

- 52 percent are unemployed but looking for work.
- 28 percent are unemployed and are unable to work.
- 19 percent are employed. Nearly half of employed homeless individuals earn an average monthly income between \$1,100 and \$3,000.

*Source:

https://www.sccgov.org/sites/oah/coc/census/Documents/SantaClaraCounty_HomelessReport_2015_FINAL.pdf

Map of Locations with Residents Living in Vehicles



0 0.25 0.5 1 Miles



Committee: Homeless Encampment Ad Hoc
Meeting Date: 05/15/17
Agenda Item No.: 4.2
Unclassified Manager: Melanie Richardson
Email: mrichardson@valleywater.org

COMMITTEE AGENDA MEMO

SUBJECT: Coyote Creek Homeless Stream Stewards' Proposal for a Community Garden Partnership with a Tiny-House -on-Wheels on the District property at Ridder Park Drive.

RECOMMENDED ACTIONS:

The Ad Hoc Committee could consider the following options:

- A. Decline the Ridder Park Drive proposal
- B. Evaluate the proposal at a different District, County or other suitable property

SUMMARY:

Director Richard P. Santos received from Mr. Richard McMurtry a proposal from the Coyote Creek Homeless Stream Stewards (CCHSS) to construct a community garden and a native plant garden on the Santa Clara Valley Water District (District) property at Ridder Park Drive and to install a tiny-house-on-wheels (tiny house) for the caretaker of the garden (Attachment 1). The site will also serve as a staging area for the CCHSS trash cleanup program, and will also have a portable toilet.

As per the proposal:

1. The County Office of Education would provide the tiny house to the Santa Clara County Creeks Coalition (Creeks Coalition), through sale, only for housing a homeless person to maintain the garden.
2. The District would provide the land to the Creeks Coalition through an encroachment permit.

Staff analysis

A. Proposed Ridder Park Drive Property not a suitable site

Staff reviewed the proposal and determined that the property, which was acquired for flood protection purposes, is not suitable for housing purposes for various reasons:

1. The property is in a flood zone and subject to flooding in the event of a 100-year flood;
2. The property is not zoned for housing and does not allow for camping or residential occupancy;
3. The site is within or adjacent to a riparian corridor and the occupation of the site with a tiny house; construction of community garden; and use of the site as a staging area for trash clean-up program may impact the site's sensitive habitat. Therefore, a permit from wildlife agencies may be required (assuming this activity is not covered in the Valley Habitat Plan).
4. Since the site is within or adjacent to a riparian corridor, the occupation of the site with a tiny house and construction of community garden are inconsistent uses under the District's Water Resources Protection Ordinance (WRPO) and conflict with the District's stream stewardship goals.

B. Evaluate the proposal at an alternative District, County or other suitable property

While the Ridder Park Drive property is not suitable for the proposed community and native plant gardens with a tiny house, staff could evaluate the concept of placing a tiny home with community/native plant garden at an alternate site and in partnership with the County and the local municipality that deliver social

services for homeless. Staff could also look at other potential solutions, which would need to be in partnership with the local government agencies equipped to provide social services to homeless.

Determining a suitable solution would require developing criteria, and some of the factors to consider could include:

- i. The property is not at risk of flooding
- ii. The property is not within or adjacent to a riparian corridor
- iii. The site for housing the homeless is accompanied with supportive services of local government agencies and those agencies can readily provide those services.
- iv. Compensation for the use of District property is at fair market value as the District Act does not authorize the District to provide subsidized housing.
- v. Compliance with zoning and land use regulations
- vi. Regulatory permit and CEQA compliance measures or mitigation requirements
- vii. Availability of utility services, such as water

The District would also need to consider liability issues. Furthermore, it would be prudent for the District to reach out to the surrounding community regarding the potential use of the property by the homeless.

ATTACHMENT(S):

Attachment 1: Ridder Park Community Garden Partnership Proposal

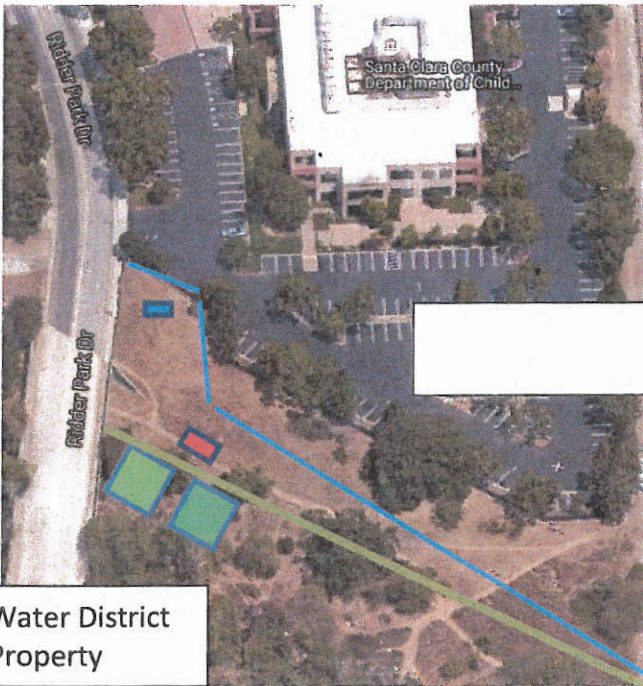
Ridder Park Community Garden Partnership

The Coyote Creek Homeless Stream Stewards is proposing to construct a community garden/native plant garden on Water District property at Ridder Park Drive and place the County Office of Education's tiny house on wheels on the adjacent private property for use as a caretaker for the garden.

The Ridder Park Community Garden Partnership would consist of a single Tiny-House-on-Wheels with a community and native plant garden and a staging area for the trash cleanup program of the Coyote Creek Homeless Stream Stewards.

This site is proposed as partnership between the following public agencies (1) the Santa Clara County Office of Education and (3) the Santa Clara Valley Water District.

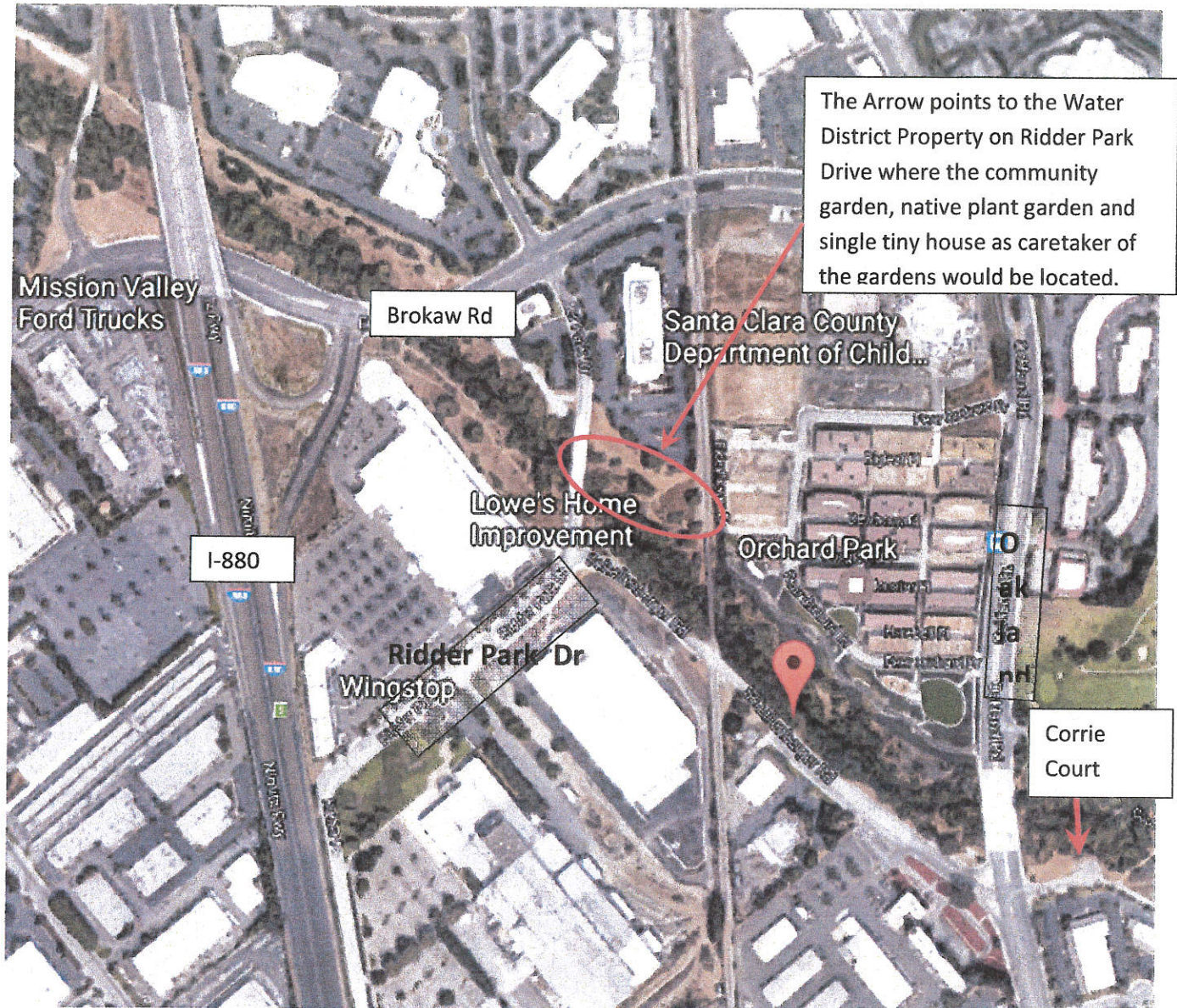
- The County Office of Education would provide the Tiny-House-on-Wheels through sale to the Santa Clara County Creeks Coalition, a 501c3 for use only for the purpose of housing a homeless person to maintain the garden.
- The Santa Clara Valley Water District would provide the land through encroachment permit to the Creeks Coalition.



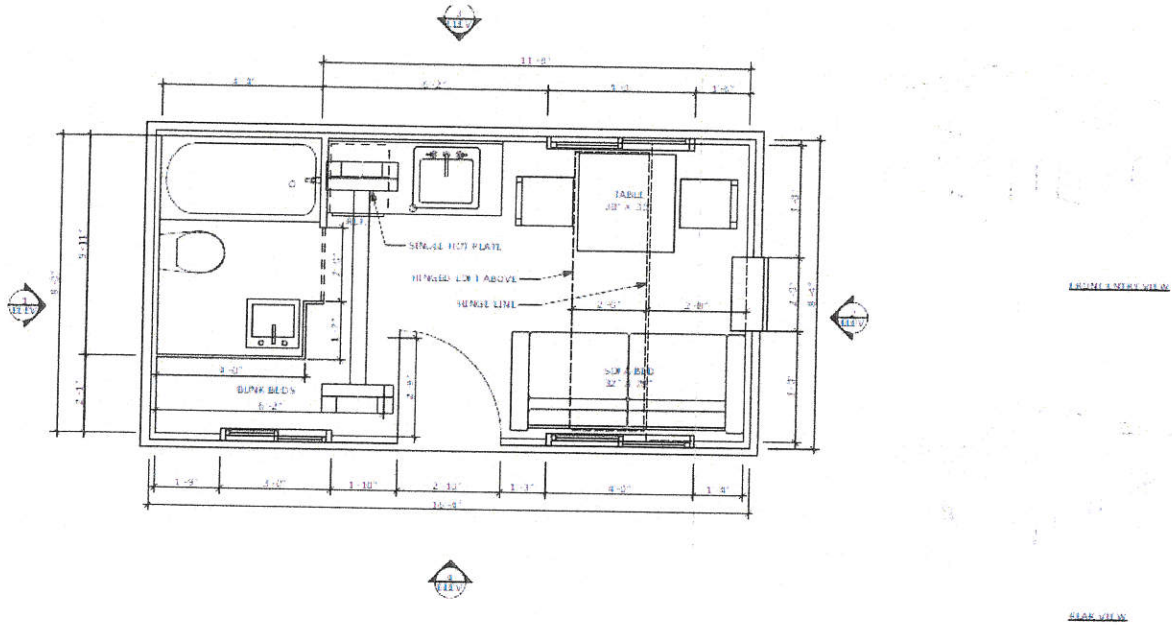
Proposal 1: Phase 1

Single Tiny House w porta-pottie on Water District property. Includes educational program to support James Ranch

- Tiny House
- Porta-pottie
- Property Boundary
- Community Garden
- Native Plant Garden



Below is a floor plan of a typical tiny-house.



Handouts

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Santa Clara County Creeks Coalition

Advocates for living streams

Member Organizations

Friends of Coyote Creek

Western Waters Canoe Club

Northern California Council
Federation of Fly Fishers

13 May 2017

Ms. Nai Hsueh
Ms. Barbara Keegan
Mr. John Varela

Ms. Linda Lezotte
Mr. Tony Estremera

Santa Clara Valley Water District
By email

Re: Total Quality Management/Continuous Improvement in Standards of Accuracy in Staff Reports to the Board

Dear Ms Hsueh, Ms Keegan, Mr. Varela, Ms. Lezotte, and Mr. Estremera,

I would like to begin this letter by describing a situation in which information submitted to the Board from an outside party differs from information submitted to the Board by staff. I would then like to describe two different approaches the Board could take on responding to such discrepancies and then propose adoption of a policy to improve the standards of accuracy expected in staff reports to the Board.

Let us take a hypothetical example pieced together from staff reports submitted to the Board in 2016.

Let us say that a project proponent submits a FEMA map showing that a proposed project has two options – one which lies outside the 100 year flood plain line and one which with lies outside the 500 year flood plain line. Let us say that the project proponents, based on the FEMA map, assert that the project does not lie without the 100 year flood plain line. Let us say that staff opposes the project citing that the project lies within the flood plain.

This can be summarized in the table below.

Project Proponent		Staff Report	
Assertion of fact	Source	Asssertion	Source
Project lies outside the flood plain	FEMA Map and location of project	Project lies within the flood plain	No source cited.

Obviously there is a discrepancy here. The question becomes: Does it matter? Is it important to discern whether or not the staff information is accurate or not?

There are two perspectives on this issue (among many) that I would like to contrast:

Perspective 1:

When the Board has already made a decision on a project or issue, the accuracy of details in information provided to the Board in staff reports will not affect the decision and therefore is not important.

Perspective 2:

Regardless of whether or not the Board has made a decision on a project or issue, it is important to be able to trust that information being provided to the Board is accurate and is not misleading.

It is absolutely true that once a decision has been made by the Board the accuracy of details in a staff report will not impact the decision. However, there is a danger in setting such a standard of performance for staff. It creates a dangerous precedent that such standards will creep into staff reports on projects/issues for which accurate information is essential for Board decision making. Furthermore, it sends a strong message to those staff who have a higher than average commitments to accuracy of information in staff reports that such commitments are not valued by the Board.

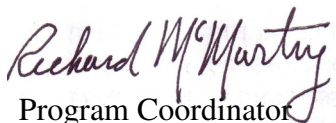
In this particular case, a simple query from the Board, "How do you explain this discrepancy?" would reveal whether or not staff even looked at the FEMA map or even looked at some other source of information. Such a question might reveal that staff simply asserted that the project was in the flood plain because that supported their position and never bothered to verify whether the information was accurate or not. In other words, if the culture of the Board was to routinely ask for explanations from staff when well supported assertions of fact by project proponents differ from the response of staff, then the Board would thus create a higher expectation of staff as to the accuracy of statements made in staff reports.

Another approach would be to adopt the following policy:

:All assertions of fact in staff reports to the Board shall be verified as to accuracy or, if assertions are based on information provided by others, shall be qualified as to source."

The attached FEMA map graphically displays the issue raised in this letter and is worth a glance.

Sincerely,



Program Coordinator
Santa Clara County Creeks Coalition



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Coyote Creek

Homeless

Stream Stewards



Arnold
In Memoriam
First Member of
Coyote Creek
Homeless Stream Stewards
Died 2015 on Coyote Creek
At Capitol Expressway
San Jose

May 11, 2017

Mr. Richard Santos, Chair
Santa Clara Valley Water District
Ad Hoc Committee on Homeless Encampments
By email

RE: Proposed Partnership

Dear Mr. Santos,

As you may know, I have been working with my fellow homeless residents of Coyote Creek to remove trash from the creek banks. Between October 2015 and May 2017, we have removed over 167,000 pounds of trash as reported in monthly reports to your staff.

In February, I received a plaque of commendation for my work from the City of San Jose.



In March 2017, the Santa Clara County Open Space Authority executed a contract with us to fund the work of the Coyote Creek Homeless Stream Stewards to do our part in creating a trash

free creek. A grant contract was issued and in April we have hired an assistant coordinator to help me accomplish this ambitious goal.

However, also in April, my campsite was posted three times by the joint City-Water District illegal encampment program as a result of complaint caused by homeless people ¼ mile away from my camp.

The reason I am writing to you to ask for the support of yourself and your committee to enable me to have a stable site to continue my work and be a caretaker of a community garden and native plant garden.

Mr. Joseph DiSalvo of the County Office of Education has proposed that the “Tiny House on Wheels” built by the County’s James Ranch for incarcerated youth to sold for \$1 to an appropriate public agency to showcase how tiny houses can contribute to the efforts to house the homeless and empower the homeless to be better citizens and better stewards of the environment.

I am writing to you to ask for your support of Mr. DiSalvo’s proposal by accepting the SCCOE’s offer and placing this single tiny house on the Water District’s fee title portion of its property on Ridder Park Drive as shown on the attached map in conjunction with the development of a community garden and native plant garden and the implementation of the Coyote Creek Homeless Stream Stewards Trash Free Coyote Creek Project. This parcel is zoned agriculture which designation allows for seasonal housing to harvest crops. The tiny house would serve as such seasonal housing and would serve as housing for me to maintain both gardens and efficiently coordinate the efforts of the Coyote Creek Homeless Stream Stewards without interruption by evictions and sweeps.

The location of the tiny house on wheels as shown on the map would be outside the boundary of the 100 year flood level as defined by FEMA and beyond the 150’ buffer zone required by Fish and Wildlife. The tiny house legally is a recreational vehicle and therefore is not subject to the building code. Water service would be provided by bottled water; sanitary wastes would be periodically disposed of at an approved RV waste disposal facility; electricity would be provided by solar and battery power.

I am proposing to implement the project as a “partnership” between the Water District, the Santa Clara County Office of Education and the Coyote Creek Homeless Stream Stewards.

Can you support this proposal?

Sincerely,

Sincerely,



Amanda Fukamoto, Coordinator
Coyote Creek Homeless Stream Stewards
Tiggaranpooh4u@gmail.com

Cc:

Mr. Joseph DiSalvo, Santa Clara County Office of Education

Mr. Michael Fallon, San Jose State University, Office of Community Leadership and Learning


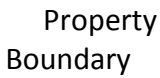



Ms. Tara Strong, Principal, James Ranch

Ms. Norma Camacho, Interim CEO, Santa Clara Valley Water District

Ms. Sue Tippetts, SCVWD

Attachment: Site Map



-  Tiny House
-  Property Boundary
-  Community Garden
-  Native Plant Garden
-  150' fr creek

HANDOUT: AGENDA ITEM 4.2

From: Michael Fallon [<mailto:michael.fallon@sjsu.edu>]
Sent: Friday, May 12, 2017 12:24 PM
To: Richard Santos <rsantos@valleywater.org>; Glenna Brambill <GBrambill@valleywater.org>
Cc: Norma J. Camacho <ncamacho@valleywater.org>; Tony Estremera <TEstremera@valleywater.org>; John Varela <jvarela@valleywater.org>; Barbara Keegan <BKeegan@valleywater.org>; Chris Elias <CElias@valleywater.org>; Joseph Di Salvo <josephsds1@aol.com>; Robert Aguirre <robert_j_aguirre@yahoo.com>
Subject: HOT: Proposal to SCVWD to locate Tiny House to serve (homeless) Stream Stewards et cetera

Dear Richard et al,

SCCOE and **SJSU** appreciated your tour of the James Ranch **Tiny House** and your personal meeting with Joseph Di Salvo and myself regarding utilization of this terrific tiny house as a base of operation for the (homeless) Stream Stewards as well as a base for homeless persons tending a community garden. See:

<http://www.mercurynews.com/2017/05/04/opinion-tiny-house-built-by-incarcerated-students-is-bringing-energy-to-the-fight-to-house-the-homeless/>

We are gratified that our discussion of this proposal moved you to resurrect the **Ad Hoc Committee** on Creek encampments. All of us involved in wanting to restore Coyote Creek and house and rehabilitate homeless persons implore the Water District to take this "tiny" first step. While the City and County initially would not support the project because they are focused on larger scale solutions -- those solutions would benefit by this pilot prototype

Attached is the proposal that Richard McMurtry has researched and repeatedly revised to make it as doable as possible. We citizen advocates for our creeks and our homeless, including numerous SJSU faculty and students who serve these purposes, will be demoralized if no public agency will advance this cause. We pray that the Water District will be first to create this pilot project. Instead of having your legal team tell us once again that this "cannot be done" -- let's have your legal team **MAKE IT HAPPEN!** -- Are they capable of that?

Respectfully,
Michael Fallon for the SJSU Coalition to House the Homeless and Restore Coyote Creek

Michael Fallon, Director, Community Learning & Leadership (CCLL)
Retired Lecturer, Sociology. 408-924-5440 www.sjsu.edu/ccll
Support SJSU initiatives:

Restore Coyote Creek and House the Homeless!

ATTN: Glenna, we provide you this proposal in order that staff may prepare it for presentation at the 1pm meeting on Monday. Note that our team member, **Robert Aguirre**, ex-officio member of the Committee will be the leading speaker to this cause.

See pages 65 through 67 of the 5/15/17, Homeless Encampment Ad Hoc Committee Packet

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Handout: Agenda

Item 4.2.

Sen. Rand Paul had this to say Thursday. "We're here asking for a written copy of this because this

— better look up their senators' contact information. The Senate now is their only hope.

gations of CO2 leading to acidification, which we all depend on.

Don't wait until oil shock absorbers break under the stress.

SJ Mercury News, Friday, May 5, 2017

Student-built 'Tiny House' educates at many levels

By Joseph Di Salvo and Michael J. Fallon

As affluent and innovative as Silicon Valley is said to be, the tragic condition of homelessness challenges the political system. In the absence of a collective, comprehensive plan for housing the homeless, albeit Measure A funds will enable such plan, various groups have taken upon themselves to address homelessness.

One example is "The Tiny House Project," a collaboration of the Santa Clara County Office of Education and San Jose State University's Center for Community Learning & Leadership. This unique partnership shows the benefits of collaboration among agencies addressing critical social issues. It has had positive results on education, homelessness, politics and sustainability.

The house was constructed mostly by 105 incarcerated stu-

dents of James Ranch, Blue Ridge School class of 2016-2017, under the guidance of Principal Tara Strong and dedicated vocational instructors. This Tumbleweed model, by virtue of its size, could house a homeless mother and child at the least.

Near completion but with neither San Jose, Santa Clara County nor the Santa Clara Valley Water District having property appropriate to place a lone tiny house for a homeless person or more, the county Office of Education reached out to SJSU, whose student leadership team and Community Coalition were advocating the creation of a "transitional housing community."

Parties agreed to showcase the Tiny House on campus as catalyst and as a home and base of operations for the homeless Stream Stewards. A reception organized by public relations

students brought Office of Education staff and students to campus along with public officials to unveil this Tiny House.

The event embodied education taking place. Ranch juveniles spoke eloquently about building a house for the unhoused and about the skills they acquired while incarcerated. One said he did not know how to use a measuring tape or hand saw, but he now has the skills to build things and someday work in the construction trades. Another spoke of how gratifying it was to build something for a family in need.

Spartans spoke of their purpose, research and the politics of homelessness. The public saw the housing potential of tiny houses, especially as design students presented scale models of micro-house villages. There was vision for a mentoring partnership between SJSU and the Office of

Education's Alternative Education and Career Technical Education project-based programs addressing housing.

The Tiny House became a lightning rod for interest, planning and debate about housing the homeless, NIMBY-ism, affordable and sustainable housing, accessory dwelling units and renters' rights. 5000 persons toured the Tiny House in 10 days, engaging student hosts with questions and suggestions about affordable housing and communal living.

Students weighed the outreach efforts of the city, county and water district and realized the challenges of dealing with bureaucracies. Design students found an audience for their research; students even attended a San Jose Neighborhood Commission meeting on "emergency bridge housing." The Tiny House

also was a feature of SJSU's Earth Day.

But the project will not have realized its objective if the house sits empty, having failed the purpose for which the juveniles built it. The Office of Education is prepared to sell this Tiny House for \$1 to an agency as the first home in a transitional homeless village.

This model tiny house has become for us collaborators and others a reflection of "All The Light We Cannot See." It should be a best-seller and spur the city, county and water district to buy in.

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