



# DISCUSSION OF UNHOUSED RESIDENTS IN PALO ALTO

**AUGUST 9, 2021**

**[www.cityofpaloalto.org](http://www.cityofpaloalto.org)**

# Presentation Overview

---

- Introductions
- Overview of Community Plan by Santa Clara County
- Overview of Project Homekey by LifeMoves
- Recap of Existing Programs in Palo Alto and Recommended Resources
- Council Areas for Discussion and Next Steps

# Introductions

---

- Santa Clara County Office of Supportive Housing
  - Consuelo Hernandez, Director and Kathryn “KJ” Kaminski, Deputy Director
- Destination: Home
  - Ray Bramson, Chief Operating Officer
- Santa Clara County Housing Authority
  - Preston Prince, Executive Director (newly appointed)
- LifeMoves
  - Joanne Price, Vice President, Real Estate and Operations
- City staff
  - City Manager’s Office, Community Services Department, Police Department, and Planning and Development Services Department



CITY OF  
**PALO  
ALTO**

# **Santa Clara County Community Plan to End Homelessness 2020-25**

[www.cityofpaloalto.org](http://www.cityofpaloalto.org)



# Santa Clara County Community Plan to End Homelessness



SANTA CLARA COUNTY

COMMUNITY PLAN  
TO END HOMELESSNESS

2020–2025



# ABOUT THE CONTINUUM OF CARE



Santa Clara County Continuum of Care

- Broad group of stakeholders dedicated to ending and preventing homelessness
- Ensure a community-wide implementation of efforts & programmatic and systemic effectiveness





## Supportive Housing System Progress 2015-2019

Thanks to the collective efforts of partners throughout the community,  
over the past five years, we have done the following:

Helped **8,884 households**  
resolve their homelessness,



representing  
**14,132 people**



**Doubled** the number of supportive  
housing units in Santa Clara County



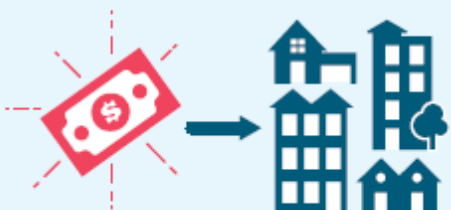
**Doubled** our temporary housing  
and emergency shelter capacity



Launched a new  
homelessness  
prevention system  
that now serves  
about **1,000  
households**  
annually



Led a community-wide  
campaign that has successfully  
housed more than  
**1,600 veterans**  
and engaged nearly  
**800 private landlords**  
in the effort



Voters approved **\$950 million** to develop  
affordable housing through the 2016 Measure A  
Affordable Housing Bond and raised another  
**\$100 million** in private contributions to support  
the implementation of the community plan

# PROGRESS TO DATE

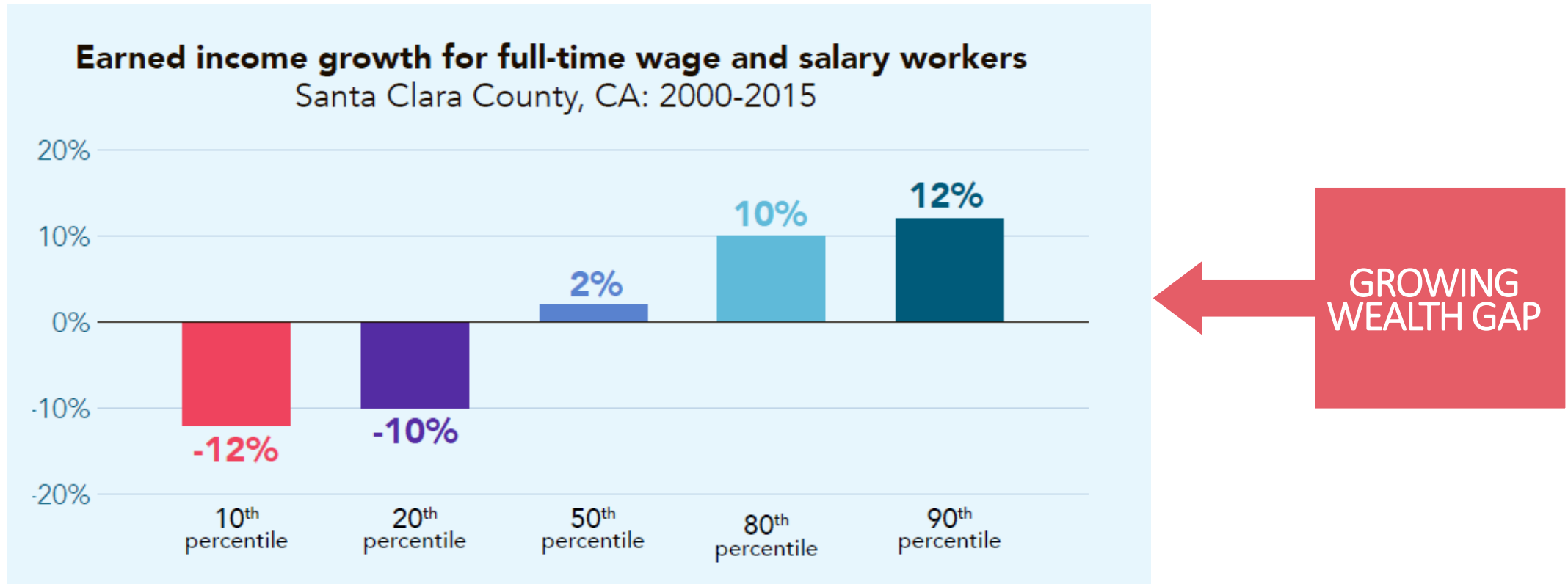
# HOMELESSNESS CONTINUES TO GROW



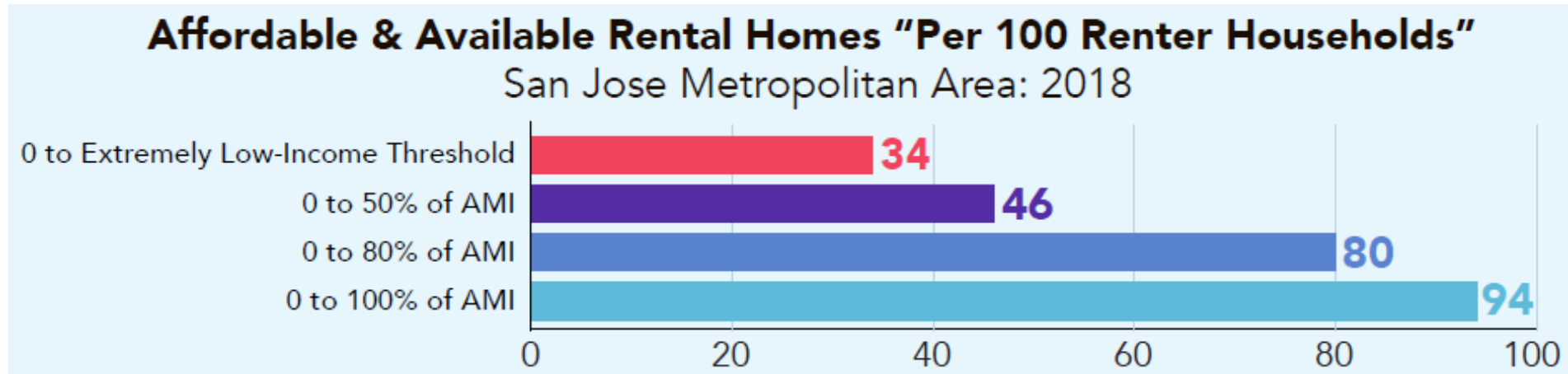
- For every homeless family or individual connected to housing in the county, two to three more are experiencing homelessness for the very first time



# SYSTEMIC FACTORS DRIVING HOMELESSNESS

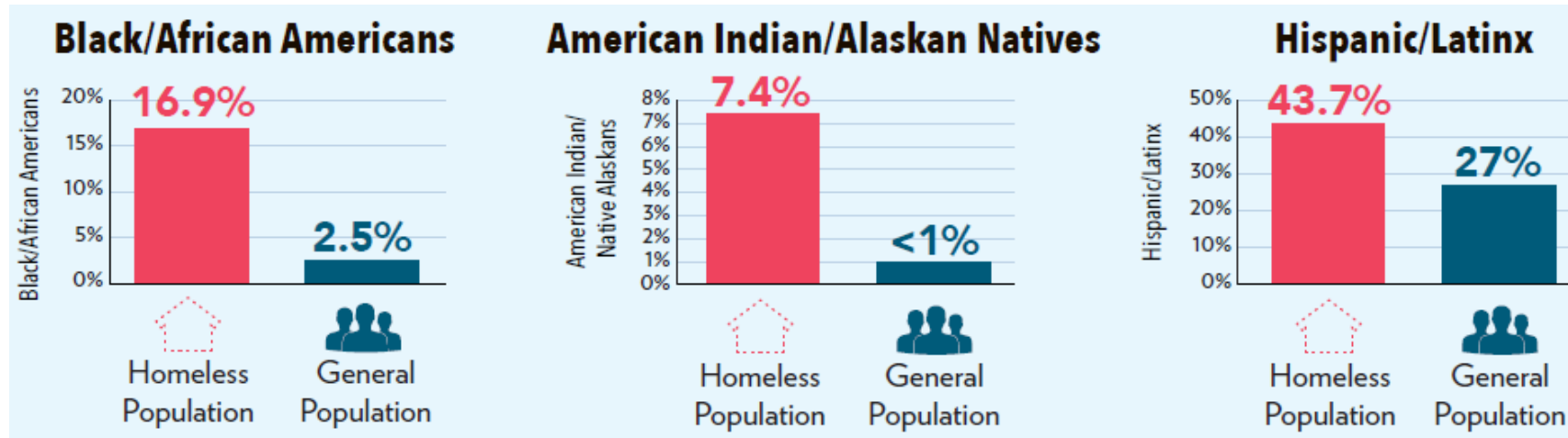


# SYSTEMIC FACTORS DRIVING HOMELESSNESS



↑  
SHORTAGE OF  
AFFORDABLE  
HOMES

# SYSTEMIC FACTORS DRIVING HOMELESSNESS



**RACIAL  
DISPARITIES IN  
HOMELESSNESS**

# 2020-2025 COMMUNITY PLAN TO END HOMELESSNESS

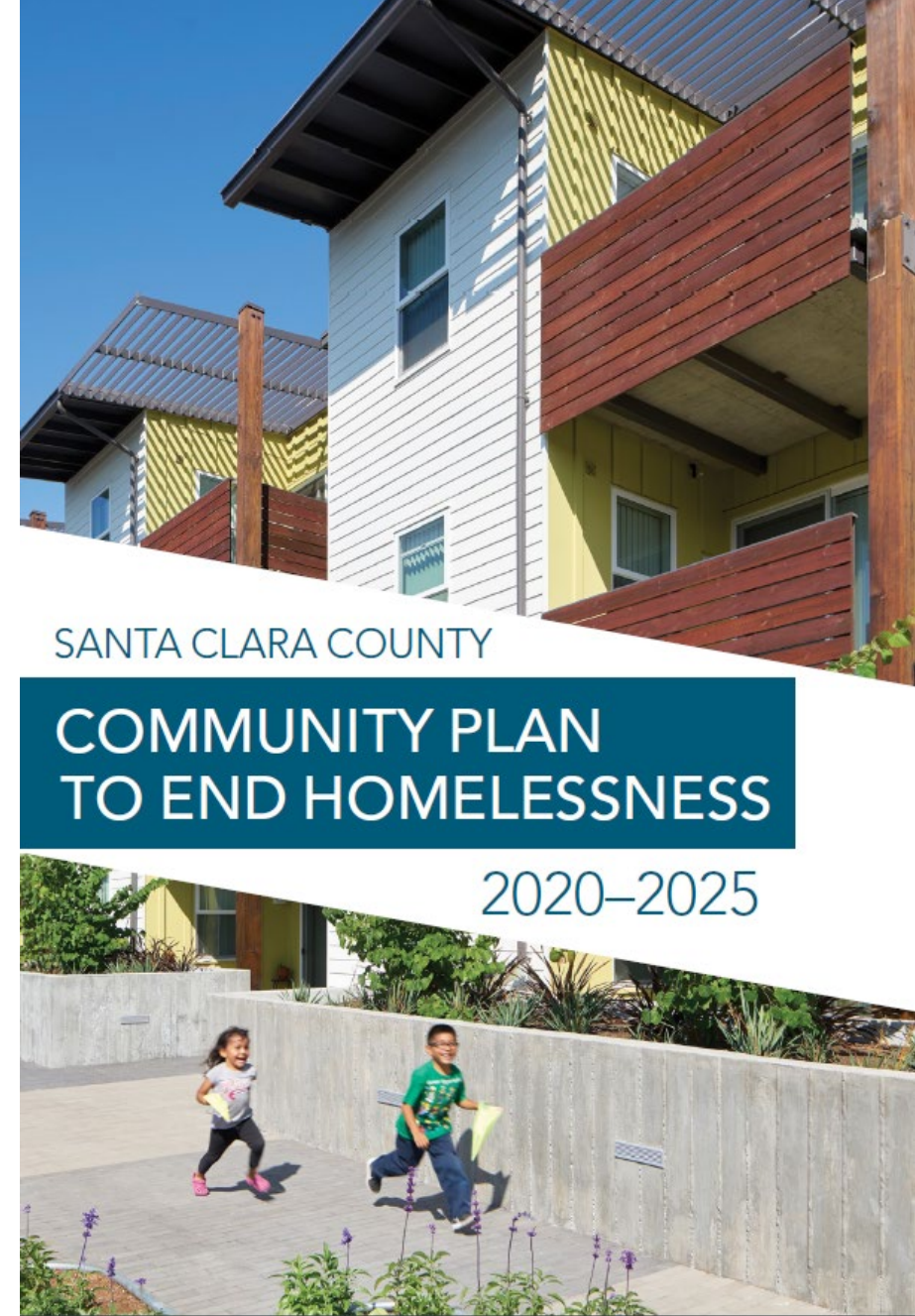
## GUIDING VALUES

As we implement the strategies in this plan, we will **raise the voices of people with lived experience** and **share power** with our unhoused and recently-housed neighbors.




We will focus on policies and programs that reduce racial inequity, in an effort to **reverse the disproportionately high rates of people of color who are unhoused**.

## THIS PLAN IS BUILT ON:

- ✓ Input from more than 8,000 community members
- ✓ Subject-matter expert convenings
- ✓ Voices of lived experience
- ✓ Evidence-based practices & data



# PLAN BUILT ON 3 CORE STRATEGIES

STRATEGY 1	STRATEGY 2	STRATEGY 3
 <p>Address the root causes of homelessness through system and policy change</p>	 <p>Expand homelessness prevention and housing programs to meet the need</p>	 <p>Improve quality of life for unsheltered individuals and create healthy neighborhoods for all</p>

# STRATEGY 1

## ADDRESS ROOT CAUSES



1. Ensure that people accessing safety net services have the support they need to obtain and maintain housing.
2. Ensure that people involved in the criminal justice system do not become homeless.
3. Create the conditions to develop enough affordable housing to meet the need in our community.
4. Protect residents from evictions, displacement, and housing discrimination.
5. Ensure all residents who are able to work have access to living wage employment.
6. Expand public and private sector support for ending and preventing homelessness.



# STRATEGY 2

## EXPAND PROGRAMS



1. Increase the capacity of supportive housing programs for people experiencing homelessness.
  - 7,000 people housed in Permanent Supportive Housing programs
  - 10,000 people housed through Rapid Rehousing programs
  - 3,000 people housed through Housing Problem Solving
2. Provide a broad range of supports to prevent homelessness.
  - Expand the Homelessness Prevention System to prevent homelessness for an additional 7,000 households who are at risk by providing targeted financial assistance and supportive services.
3. Create a state-of-the-art supportive housing system.
  - Center the voices of people who have lived experience of homelessness, especially people of color, in the policy and program design decisions of the supportive housing system.
  - Invest in professional development and competitive pay to attract and retain a highly qualified workforce of homeless service provider staff.

# STRATEGY 3

## IMPROVE QUALITY OF LIFE



1. Double the number of year-round temporary housing beds and offer a variety of welcoming temporary housing options throughout the county.
2. Increase street outreach, hygiene services, and transportation options to match the needs of unsheltered residents.
  - Increase access to basic hygiene resources, including bathrooms, showers, and laundry
3. Increase mental health and substance use services.
  - Increase the number of mobile crisis teams with clinical staff, and expand their hours, to support individuals experiencing severe mental health and substance use crises.
4. Engage a cross-section of community partners to address the needs of unsheltered residents.
5. Ensure that community spaces are safe and welcoming for housed and unhoused residents.

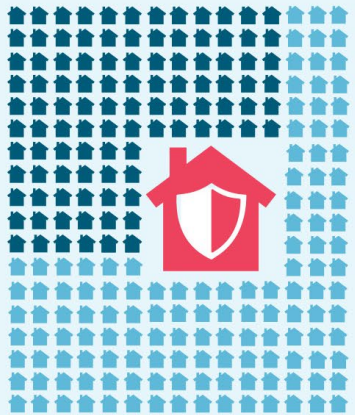
## By 2025, we will:



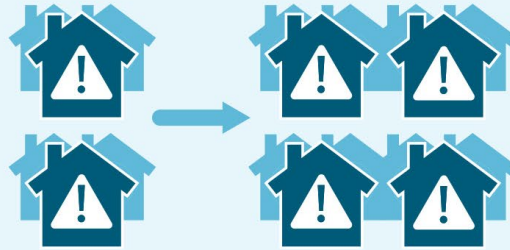
Achieve a **30% reduction** in annual inflow of people becoming homeless\*



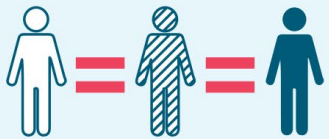
House **20,000 people** through the supportive housing system



Expand the Homelessness Prevention System and other early interventions to serve **2,500 people per year**



**Double** temporary housing and shelter capacity to reduce the number of people sleeping outside



Address the **racial inequities present** among unhoused people and families and track progress toward reducing disparities

## AGGRESSIVE TARGETS

# WORK ALREADY UNDERWAY

- ✓ Created centralized shelter hotline which has connected over **6,800 households** into congregate and non-congregate shelter
- ✓ Destination: Home and Sacred Heart Community Service have distributed more than \$42 million in direct rental and financial assistance to over **15,500 families** in Santa Clara County via a 70-agency partnership
- ✓ Connected **4,664 people** to permanent housing (January 2020 – June 2021)
- ✓ Five temporary housing communities completed or in development to provide interim housing for over **500 homeless households**

# Next Steps



ENDORSEMENT



SHARE & PROMOTE THE PLAN

<https://bit.ly/CommPlan2020>



IMPLEMENTATION



REPORT ON PROGRESS



CITY OF  
**PALO  
ALTO**

# Overview of Project Homekey



# The Urgent Need:

## An immediate bridge to adequate housing



NOW

6 months

4-5 years

We cannot continue to allow San Francisco Creek, University Ave and other streets to be the waiting room



# Expedited Delivery Demo to Completion (6 months)

## LifeMoves Leghorn homeless

Mountain View, CA

📅 Fri, Nov 20th, 2020 11:02 AM

🌡️ 54° F

🖼️ Change View



## LifeMoves Leghorn homeless

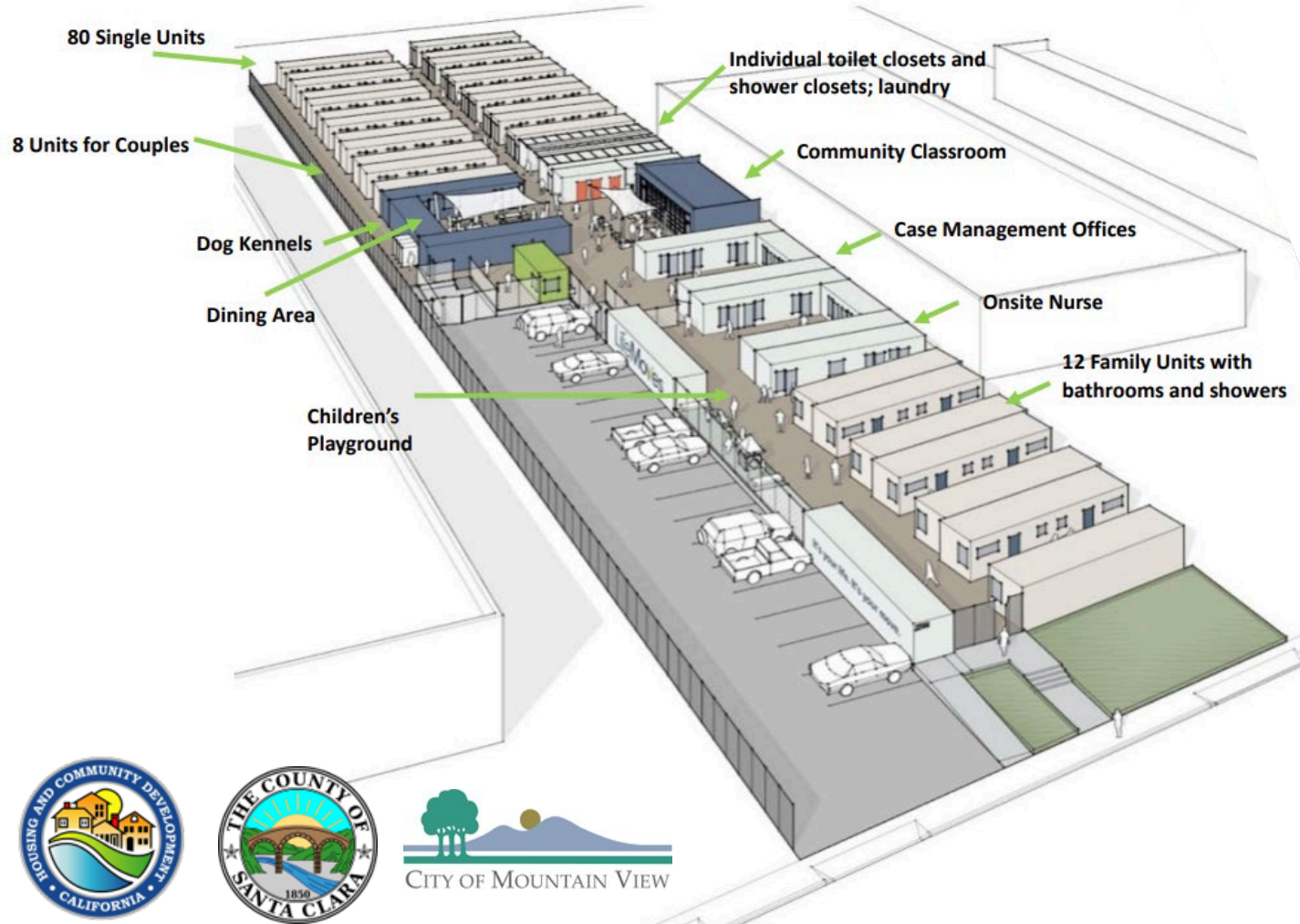
Mountain View, CA

📅 Sun, Apr 18th, 2021 11:05 AM

🌡️ 61° F



# Proof Point: Homekey 1.0 | LifeMoves Mountain View



- 1 Acre
- 100 doors | 124 beds
- 30% supportive services space
- Cost: \$120K/door (excluding land)
- Time: 6 months from HCD commit
- Impact: serve ~350 clients in first year and scaling to 1,750 over 5 years
- Non-congregant

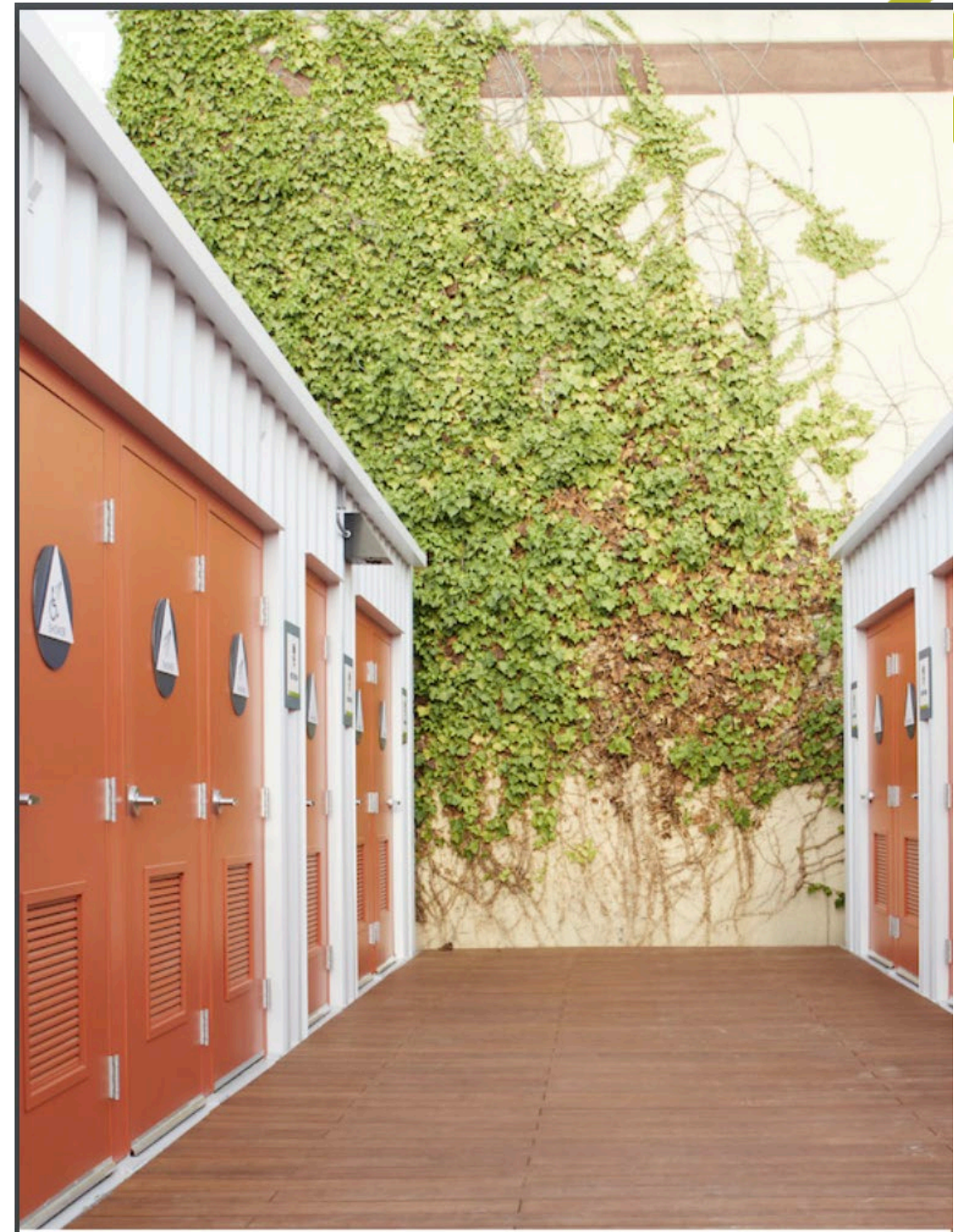
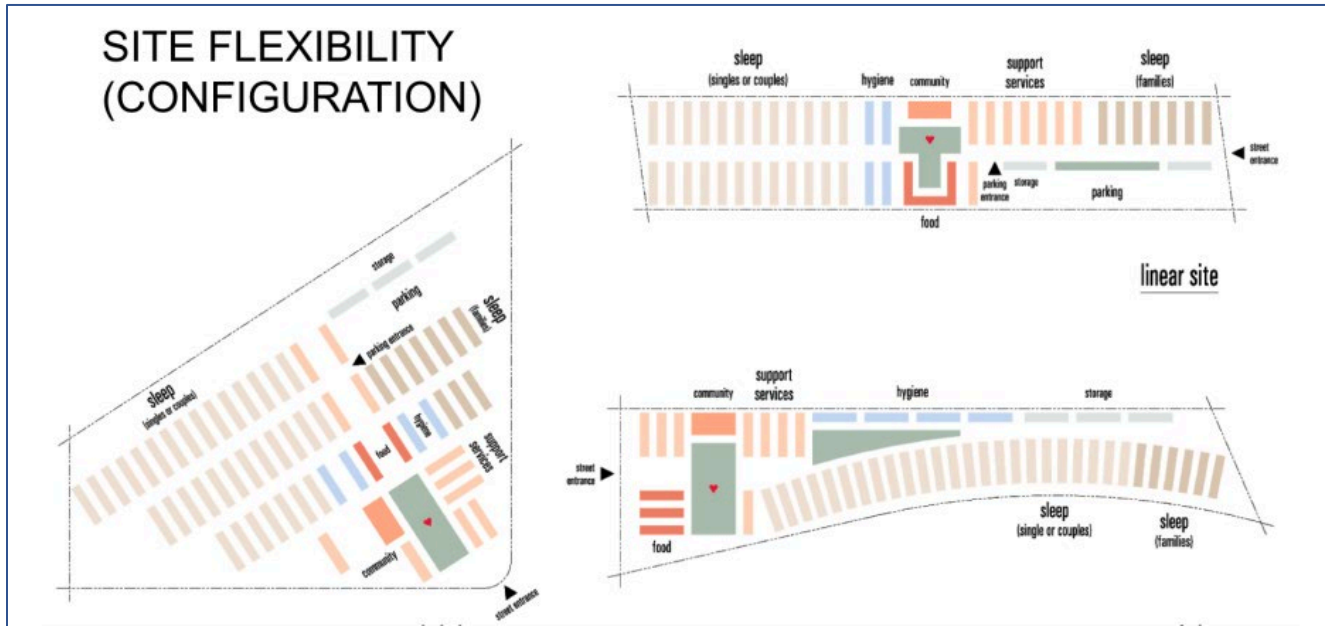




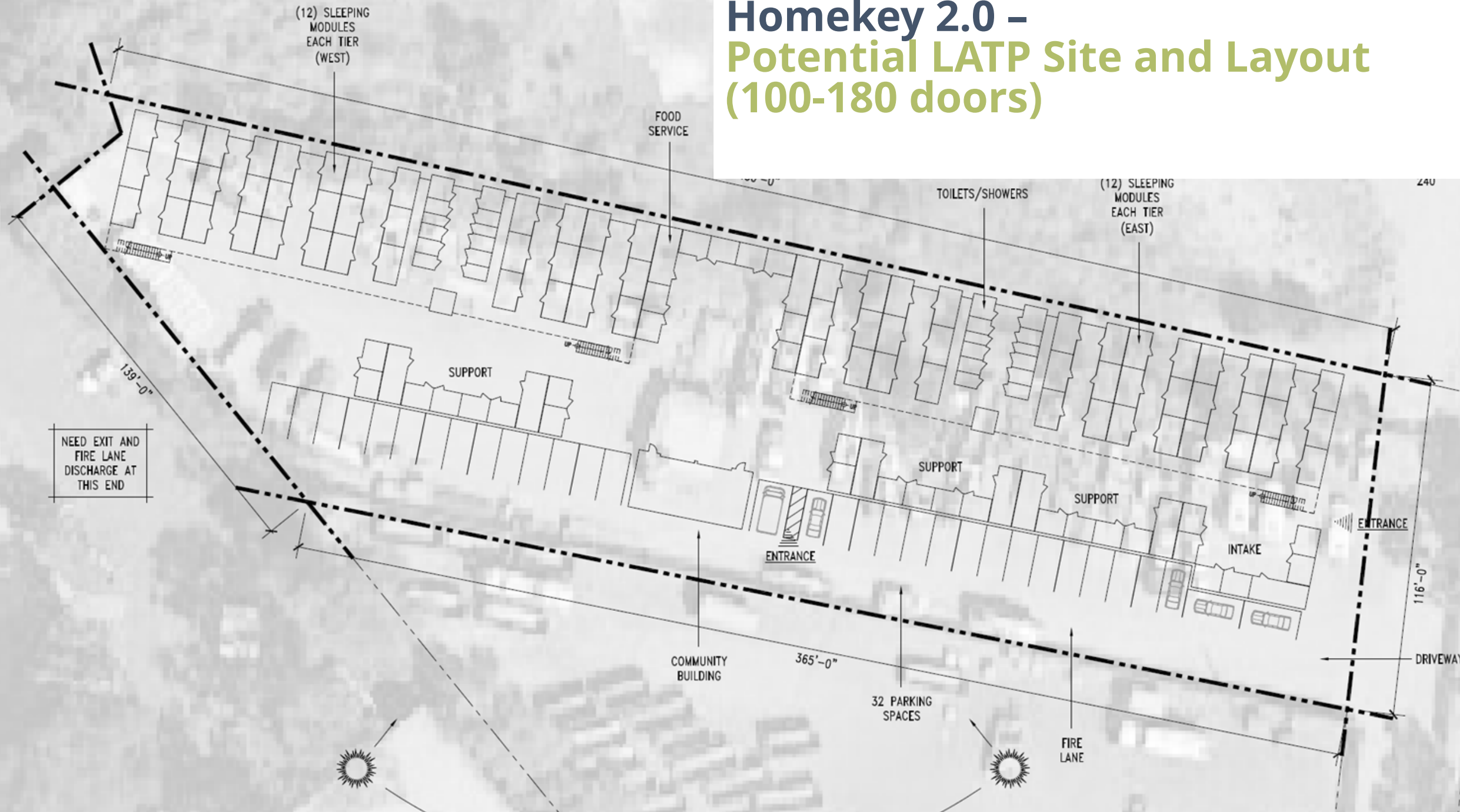
# Homekey 2.0:

Cost Efficient • Rapid Timeline

Flexible Deployment • Immediate Impact



# Homekey 2.0 – Potential LATP Site and Layout (100-180 doors)





# Homekey: Expected Budget (excl. Land)

(All costs are assumptions based on sliding-scale funding under Homekey 1.0)

## 100-180 doors Supportive Interim Housing Site

### Capital Cost Estimates

- \$10M - \$22M
- \$100k/door - \$120k/door

### Capital Funding Estimates

- \$10M project up to 100% by Homekey (@ \$100k/door)
- \$22M project up to 90% by Homekey (@ \$120k/door)
  - \$20M Homekey
  - \$2M gap funding

### Operational Cost Estimates

- \$2.5M - \$4M per year
- State/Public/Other



# Beautiful, Modern, Flexible Design



# Proven Provider of Services and Programs



**LifeMoves is ready to partner with you  
on a Project Homekey site for Palo Alto**

- LifeMoves will provide the program design, staffing patterns and human user interface with the physical structure designs that are critical from the start and throughout the project.
- The design and flow of the program spaces should be designed with the case manager and clients firmly in focus at all times as they are the ultimate “consumers” of the project.
- The case manager and the client work together to create a plan or roadmap for exiting homelessness and achieving housing. Support often focuses on building skills, accessing resources, and decreasing barriers.



CITY OF  
**PALO  
ALTO**

# Overview of Existing Programs in Palo Alto and Recommended Resources



## Palo Alto Existing Efforts and Recommended Resources

---

- Efforts Summarized in the April 5 Study Session Report
- Recommended Resources:
  - A Street Outreach Worker as special outreach support to connect people to services
  - Add a Special Enforcement Team (officers who support outreach efforts)
  - Consideration of Ongoing Staff Support for Unhoused Initiatives





## Discussion and Next Steps

---

1. Endorse the SCC Community Plan to End Homelessness.
2. Support for advancing an application for the Project Homekey Program for an emergency shelter in a portion of the Former Los Altos Treatment Plant (LATP) site with specific steps as described in the staff report. Staff to return with final details before application submission.
3. Support staff to return to City Council for policy discussions related to elements which will be included in a permanent Safe Parking Ordinance.
4. Take the necessary actions to allocate additional resources to support a Street Outreach Worker and a Special Enforcement Team (SET) for additional support to Unhoused Palo Altans.