

February 1, 2016

Mr. Bruce Wolfe  
Executive Officer  
California Regional Water Quality Control Board  
San Francisco Bay Region  
1515 Clay Street, Suite 1400  
Oakland, CA 94612

**SUBJECT: 2016 San José Direct Discharge Trash Control Plan Submittal  
NPDES Permit No. CAS612008, Order Number R2 2015-0049**

Dear Mr. Wolfe:

San José is submitting the attached Direct Discharge Trash Control Plan in accordance with Provision C.10.e.ii of the Municipal Regional Stormwater Permit, NPDES Permit No. CAS12008, to document the comprehensive plan the City has implemented to address trash discharged directly into waterways from homeless encampment activity. Through submission of this report, San José requests approval to claim the maximum 15% Trash Load Reduction Offset allowed under this Provision.

If you desire more information on this Program, please contact Sharon Newton at (408) 793-5351.

Sincerely,



NAPP FUKUDA  
Deputy Director, Watershed Protection  
Environmental Services Department

Cc: Dale Bowyer, RWQCB  
Thomas Mumley, RWQCB



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# DIRECT DISCHARGE TRASH CONTROL PROGRAM

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February 1, 2016

Submitted in accordance with provision Section C.10.e.ii of NPDES Permit No. CAS612008.



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## 1.0 INTRODUCTION

### 1.1 Purpose & Scope

The purpose of this report is to document San José's comprehensive plan to manage to the extent practicable, direct discharge of waste to receiving waters from homeless encampments, which are non-storm drain system sources, and **request approval from the RWQCB Executive Officer to claim trash load reduction offsets through implementation of this comprehensive management plan (CMP) as allowed in Section C.10.e.ii of NPDES Permit No. CAS612008.**

On May 13, 2015, the San Francisco Regional Water Quality Control Board (RWQCB) adopted a resolution to encourage local agencies to undertake efforts to eliminate and prevent adverse water quality impacts from homeless encampments. The resolution finds that discharges of trash and human wastes from homeless encampments pose a significant water quality and public health threat, and identifies the need for clear and measurable goals for protecting and restoring water quality. It also acknowledges the problem of discharges of trash and human waste from homeless encampments is entwined with complex and challenging societal issues, including poverty, the Bay Area's high cost of living, and un- and under-employment.

Provision C.10.e.ii of NPDES Permit No. CAS612008 adopted November 19, 2015 allows Permittees to offset part of its provision C.10.a trash load percent reduction requirement by implementing a comprehensive plan approved by the Executive Officer for control of direct discharges of trash to receiving waters from non-storm drain system sources. The provision sets a maximum of 15% offset credit and requires the plan to be submitted by February 1 of the first year in which offsets are to be reported in the Annual Report. Plans are to include the following:

- a. description of sources of the directly discharged trash;
- b. description of control actions that will be implemented during the permit term to prevent or reduce direct discharge trash loads in a systematic and comprehensive manner;
- c. map of the affected receiving water area and associated watershed; and
- d. description of how effectiveness of controls will be assessed, including documentation of controls, quantification of trash volume controlled, and assessment of resulting improvements to receiving water conditions.

### 1.2 The City of San José

The City of San José lies close to the Pacific Ocean and to the San Francisco Bay. Santa Clara Valley is the population center of the Bay Area, and like the hub and spokes of a wheel, surrounding communities emanate outwards from the valley. This growth in part, has shaped the greater Bay Area as it is today in terms of geographic population distribution and the trend of suburbanization away from the valley. As the tenth largest City in the U.S. and home to over one million residents from diverse socioeconomic backgrounds, **San Jose is almost 180 square miles with approximately 140 miles of creeks and rivers running through its jurisdiction.**

The City has strong interests in cleaning up and preventing encampments along the creeks and rivers for multiple reasons. In addition to concerns about the health and safety of individuals living in encampments and the impacts on businesses and residents in the surrounding neighborhoods, the City remains concerned about the generation of trash and other pollutants in waterways resulting from encampments, which potentially degrade water quality and the health of the City's watersheds. This comprehensive plan is intended to effectively address trash in San José waterways resulting from homeless activity.

## 2.0 BACKGROUND

### 2.1 San José's Long-Term Trash Load Reduction Plan

On January 15, 2014, the City of San José submitted to the RWQCB the “Clean Waterways, Healthy City: Long-Term Trash Load Reduction Plan and Assessment Strategy” plan (Long-Term Plan) in compliance with provision C.10.c of the Municipal Regional Stormwater NPDES Permit for Phase I communities in the San Francisco Bay Area (Order R2-2009-0074). The Long-Term Plan acknowledged the City’s understanding that the achievement of clean waterways leads to the vision of a healthy city. The goal of the Long-Term Plan was to effectively manage and minimize the potential impacts of trash on receiving waters associated with discharges from the City of San José’s municipal separate storm sewer system (MS4) that are regulated by NPDES Permit requirements. The Long-Term Plan establishes a framework of short- and long-term actions needed to reduce San José’s trash load and continues to guide the City’s efforts today. Per the Long-Term Plan, the City is pursuing an aggressive multi-phased schedule to install additional hydrodynamic separator (HDS) units to meet the mandatory trash reduction targets associated with the City’s MS4.

### 2.2 Directly Discharged Trash Sources

As noted in the City’s Long-Term Plan, trash is transported to San José creeks directly through a number of different pathways other than the City’s MS4. On-street litter can be blown by wind directly into waterways; trash can be dumped illegally by residents into riparian areas; and trash and debris can be left behind by homeless individuals who camp near waterways. During the 2015 Hot Spot season, staff used the following list developed by the Santa Clara Urban Runoff Pollution Prevention Program (SCVURPPP) to categorize trash sources:

- **Trash Accumulation:** Litter/trash observed to be accumulating in creeks below the high water line. Litter/trash is worn and aged in appearance; consist of light-weight, persistent and buoyant trash items (e.g., plastic bags, plastic bottles); and observed caught in surrounding vegetation, tree branches and rocks.
- **Litter:** Improperly disposed/discarded wastes or other items observed in creek channels and/or creek banks. Commonly referred to as "trash". Litter/trash appears relatively "new" in appearance. Litter/trash is usually located in areas accessible to the public.
- **Illegal Dumping:** Illegal dumping or discarding of larger quantities/sizes of litter/trash directly into a waterway or in close proximity to a creek. Garbage bags of trash or other unwanted items, appliances, furniture, tires, shopping carts and other large items are usually observed at illegal dump sites.
- **Homeless Encampments:** Areas where homeless individuals live or congregate.
- **Outfall:** The point where the storm drain system discharges (i.e., usually from a pipe) into a receiving water or channel.
- **Other:** All other potential sources not described above.
- **Unknown:** Trash source cannot be determined or are known.

When identifying trash sources at Hot Spot Cleanups, staff considers the type of trash (clothing, camping materials, etc.), the proximity to encampment sites, and the size of the material removed. For example, if the trash item is too large to fit into a storm drain inlet, is camping equipment or clothing, and is adjacent to a former encampment it is assigned to the Homeless Encampment source category. **At 20 (or 63%) of the 32 trash hot spots cleaned up consistent with the MRP requirements, homeless encampments were identified as the number one source of trash.** Information from volunteer cleanups, at which the same criteria is used to identify sources of



## 2.4 Historical and Existing Efforts

Since the early 1990s, the City of San José has actively worked to cleanup homeless encampments along creeks. These efforts have included a long history of partnering with the Santa Clara Valley Water District (District) to jointly reduce the accumulation of trash and its environmental impacts from creek side encampments. In 2008, the City and District included encampment cleanups in our existing Memorandum of Agreement (MOA) and extended the term through June 30, 2013. Subsequently, in 2013 the parties signed a new five-year MOA to continue the City-District partnership through 2018 (See Exhibit 2). The MOA enables the City and District to continue joint efforts to remove trash and debris from illegal encampments along local waterways in San José by allocating personnel to staff cleanups and manage personal property removed from encampment sites; cleanup supplies; and heavy equipment such as compactors, bobcats, and other machinery as needed, as well as ensuring appropriate permits for performing maintenance work in and around watercourses are obtained.

Towards the end of 2012, the City created the Homelessness Response Program to address the growing homeless population in San José with a more comprehensive and coordinated effort. The Program seeks to better ensure housing stability and to keep San José's waterways, parks and public spaces free of encampments to protect the environment, provide safe use of public areas, and ensure that no one is unsheltered. **The three primary strategies of the Program are to:**

- 1. Address Housing & Services**
- 2. Protect & Restore the Environment**
- 3. Engage the Community**

### 2.4.1 San José Leadership in Developing New Procedures

To address issues raised in lawsuits filed against other California cities<sup>1</sup> alleging that they unlawfully seized and destroyed personal property during encampment cleanups, the City and the District took a leadership position by developing protocols and procedures to improve efficiency of cleanup work including development of criteria for prioritizing and conducting encampments for cleanup and guidelines for identifying property for storage.

Criteria developed to establish a process to better prioritize cleanup efforts considered factors including:

- Location
- Environmental Impact
- Public Accessibility
- Opportunity to Prevent Re-encampment
- Existing Social Service Outreach In Place (i.e., potential for relocating homeless into housing)
- Number of complaints
- Last Date of Cleanup

An improved notice (See Exhibit 3) was drafted to meet legal requirements including:

- Legally required pre-notification dates;
- Clear notice of "Trespass" subject to potential "Criminal Prosecution";

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<sup>1</sup> Kincaid v. City of Fresno, WL 2038390 (May 12, 2008); Lavan v. City of Los Angeles, 693 F.3d 1022 (2012).

- Information on how property would be managed and where to recover collected property; and
- Contact information.

Standard operating procedures (See Exhibit 4) for encampment cleanups were developed to better organize the cleanup activities, including protocol for:

- Receiving and tracking reports of encampments;
- Organizing the cleanup event;
- Noticing the cleanup event;
- Conducting the actual logistics the day of the cleanup event; and
- Storing and returning lost property.

Guidelines for Property Identification were also created to provide a methodology for differentiating trash from private property (See Exhibit 5).

#### 2.4.2 Stakeholder Engagement and Partnerships

Concurrently in 2012, staff led several study sessions and presentations with City Council, the District Board, and the County Supervisors on the issue of encampments and homelessness. As a result, Destination: Home, a regional leader in homelessness and housing issues, worked with the District and the City to convene a group of regional partners, including the County, the Housing Authority, Caltrain, Caltrans, the Valley Transportation Authority, and several other key agencies. Using the successes of the Phase One pilot as a model, the taskforce prepared a regional strategic vision and plan to provide "housing stability and support for homeless residents in Santa Clara County to keep waterways, parks and public space free of encampments, to protect the environment, provide safe use of public areas, and ensure that no one is unsheltered" (See Exhibit 6). This strategy included high level actions that ensure that all partners are working collectively to address encampments and are committing needed resources.

#### 2.4.3 San José's Significant Resource Commitment

In recognition that the problem of homeless encampments will not be eliminated in the future through clean-up efforts alone, the City budgeted an additional one-time \$2 million appropriation in FY 12-13 for a pilot program to permanently house homeless individuals from encampments. As revealed in the 2015 homeless survey<sup>2</sup>, 91% of the encampment homeless reported living in the City at the time they lost their housing. Moreover, 96% of those surveyed also stated that they would willingly accept permanent housing over encampment living, if resources were made available similar to 2013 (93%). The willingness of encampment residents to accept permanent housing, coupled with their former City residency, and the significant community impact of encampments, makes a strong match for continuation of the rapid rehousing project.

With only local resources available due to the lack of State funding, the City took an unprecedented step of **appropriating over \$1 .5 million from its general funds in the FY 13-14 budget, increasing the program's previous operating budget almost ten-fold. That appropriation and an additional \$2 million appropriation for a Homeless Rapid Rehousing program became permanent parts of the City's operating budget beginning in FY 15-16.** The appropriation

<sup>2</sup> Survey can be found at: <http://www.sanjoseinfo.org/external/content/document/1914/2550226/1/06-22-15HSG.pdf>

includes funding for a full-time manager hired to oversee the City's Homelessness Response Team (HRT), an encampment abatement crew created through re-authorization of the MOA between the City and the District, as well as sorting and storage of property, additional resources for homeless outreach staff, and park rangers to prevent encampments from being re-established. The HRT manager also leads a Joint Encampment Planning meeting which meets monthly to facilitate stronger partnerships with regional stakeholders including the District, County of Santa Clara, CalTrans, Destination: Home, and Downtown Streets Team. These resources have all been instrumental in responding to encampments and keeping areas free from re-encampment once cleaned.

Language from the City's FY 15-16 budget states (See Exhibit 7, p. IX-10), "As directed in the Mayor's March Budget Message for Fiscal Year 2015-2016, as approved by the City Council, this action allocates \$1.5 million from a 2015-2016 Earmarked Reserve that was set aside as part of the 2014-2015 Adopted Budget to continue the Homeless Response Team for a third year and continues the funding on an ongoing basis. This action also allocates \$175,000 in one time funding to continue 2.0 Park Ranger positions supported by the District to patrol along Coyote Creek and the Guadalupe River Park corridors. The cost of these positions is offset by an increase in the Revenue from Local Agencies estimate as described in the General Fund Revenue Estimates section of this document. This program provides the City with a stronger infrastructure for addressing the needs of our homeless residents, including the response relating to encampments and the concerns of community members and businesses. This funding will allow staff to continue to respond to the health and safety concerns of encampment occupants, public safety and health concerns of neighborhoods, and any environmental damage caused by encampments."

Given the lack of affordable housing city-wide and the length of time and resources required to develop the necessary stock to support the needs of the neediest residents, the City has also been actively involved in looking at new alternatives to more immediately address the needs of the homeless. For example, City leaders have proposed changes to the City's zoning code to allow the master leasing of hotels and motels for the homeless and the conversion of hotels and vacant buildings for use as permanent, supportive housing. Other investigations include looking into the construction and placement of micro-housing communities, the establishment of safe parking sites for homeless individuals and families with vehicles, and the adoption of a variety of other housing and supportive service options. In December 2015, the City Council approved the purchase of a downtown hotel to repurpose as transitional housing for the homeless.

### **3.0 DIRECT DISCHARGE TRASH CONTROL PROGRAM**

Since 2013, San José has implemented a comprehensive management plan to address trash discharges from encampments along waterways. Recent accomplishments of and future plans related to this Direct Discharge Trash Control Program are described here for submission according to Provision C.10.e.ii of NPDES Permit No. CAS612008 to the Water Board Executive Officer for approval to allow San José to claim a 15% offset credit toward its provision C.10.trash load percent reduction requirement.

#### **3.1 Program Overview**

Clean Creeks, Healthy Communities (CCHC) is an integrated, multi-disciplinary, five-year (2011-2016) project aimed at preventing trash pollution in Coyote Creek that results from littering, illegal dumping, and homeless encampments and was one of the first efforts the City created to engage the

community in addressing trash reduction. The project was initially funded by the U.S. Environmental Protection Agency (EPA) in the amount of \$942,867 and was awarded approximately \$200,000 in additional funding from the District in 2015. The project area is a three mile segment of Coyote Creek, bordered by Tully Road to the south and Williams Street to the north (See Figure 2). This section of Coyote Creek is City of San José parkland.

The goals of CCHC are to engage the community to clean the Coyote Creek and corridor; deter trash generating behaviors through passive and active monitoring; and promote greater engagement by the community with their local creek by working to increase the number of residents engaged in creek stewardship activities. The CCHC project employs two Community Activity Workers to engage the community with activities such as litter collection, public art, and school outreach.

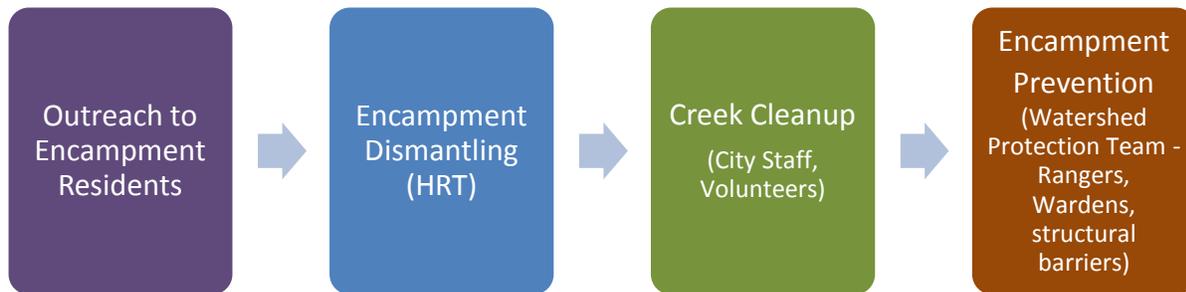
CCHC accomplishments to date:

- Installed three gates and other barrier devices to deter homeless access and illegal dumping and prevent vehicle access to the CCHC segment of Coyote Creek as part of a City construction project to install gates in the CCHC area.
- With CCHC providing seed funding, the nationally recognized homeless assistance program, Downtown Streets Team, relocated to San José and reincorporated as San José Streets Team. As a sub-grantee of the CCHC project, Downtown Streets Team housed 38 people who were formerly homeless and living on the banks of Coyote Creek. In addition, Downtown Streets Team employed homeless people to collect litter and removed 4,482.23 cubic yards of trash, during the grant term.
- CCHC has thus far attended 112 outreach events in the targeted area and organized 149 volunteer creek and neighborhood cleanup events. Volunteers from these events have removed 60 tons of trash and debris from Coyote Creek.
- CCHC has also completed 5 art boxes and finished a mural at Selma Olinder Elementary School.

**The model followed by the City’s Homelessness Response Team (HRT) today was developed as a result of the success of the CCHC homeless response model established through the EPA grant.**

The coordinated efforts of several City programs constitute the **City of San José’s systematic and comprehensive program to address trash in waterways resulting from homeless encampment activity**. The multi-step approach includes the work of the City’s HRT led by the Housing Department working to house the homeless and dismantle homeless encampments, creek cleanups led by the Environmental Services Department to remove residual trash, and patrolling by the Watershed Protection Team (WPT) led by the Parks, Recreation, and Neighborhood Services Department to prevent encampments along waterways from being reestablished (See Figure 3).

FIGURE 3. SAN JOSÉ DIRECT DISCHARGE RESPONSE AND PREVENTION PLAN ELEMENTS



### 3.2 Homelessness Response Team

The City’s HRT engages in a variety of activities designed to prevent and end homelessness. In coordination with other public and private agencies in Santa Clara County, the Team addresses homelessness through a multi-faceted approach that includes: advocating for policies, programs, and funding that support ending and preventing homelessness; researching best practices; and developing and implementing programs that serve homeless and chronically homeless persons residing in San José. The City’s encampment abatement team removes large items and dismantles structures from homeless encampments.

Recognizing the problem of homeless encampments will not be eliminated through cleanup efforts alone, the HRT provides active outreach, case management and engagement services prior to all abatement actions. Trained outreach workers from non-profit homeless service agencies and County of Santa Clara partners make direct contact with homeless persons living in targeted encampments prior to cleanups to provide offers of shelter, services, and support. The annual City budget also includes a \$2 million annual appropriation for housing coupons and support to help house individuals and families living in encampments. Lastly, in FY 15-16, the City plans to commit **nearly \$40 million to create over 700 housing opportunities to help people transition from encampments to safe, stable living environments.**

In FY 15-16, the City and District again set a shared annual goal of a minimum of 52 encampment cleanups, as proposed in the City's budget and mandated in the District's recently reauthorized Measure B parcel tax. Under the MOA, which mandates annual reporting and oversight, the City provides a coordinated response to ensure that work crews have the appropriate level of security from Police during encampment cleanups, homeless residents are offered appropriate assistance, their possessions are properly managed, and overall operations conducted are effective and efficient. The District supervises and provides cleanup work crews, supplies heavy equipment needed to remove debris and restore sites, and ensures appropriate permit coverage for all work. As a result of this new agreement and increased funding, **homeless encampment cleanup efforts, including trash removal, have significantly increased as shown in Table 1** which demonstrates the partnership has begun to consistently exceed its annual goal of 52 cleanups.

TABLE 1: HISTORICAL CITY-DISTRICT MOA CLEANUP EFFORTS

Year	2011-12	2012-13	2013-14	2014-15
Tons of Debris	120.60	229.8	674.30	1152.10
# of clean-ups	56	23	99	224

3.3 Creek Cleanups

After the HRT clears an encampment, City staff or volunteers sweep through the site to remove the remaining trash and debris. At the monthly Joint Encampment Planning meetings, knowledge of encampment locations and recent HRT activities is shared, and volunteer efforts and patrolling by Rangers and Fish and Wildlife Wardens are coordinated. Though an important part of the Direct Discharge Trash Control Program, volunteer cleanup trash removal totals will be counted in the “Additional Creek and Shoreline Cleanups” category. These efforts are described here to document the complete Program.

Since 2014, the City has partnered with local volunteer organizations including Keep Coyote Creek Beautiful, Friends of Los Gatos Creek, Restore Coyote Creek, and the South Bay Clean Creeks Coalition to remove trash and debris from targeted creek areas. These volunteer groups have taken ownership and adopted sections of Coyote and Los Gatos Creeks. Funded through District grants and City in-kind contributions, these groups hold monthly and bi-monthly cleanups engaging the help of hundreds of volunteers. During FY 14-15, these volunteer groups conducted 15 cleanups on Coyote Creek which resulted in removal of approximately 80,652 gallons (40 tons) of trash.

3.4 Re-encampment Prevention and Enforcement

Another unique aspect of the City's partnership with the District has resulted in increased Park Ranger presence, with resource management along the watersheds. The success of a small Ranger pilot program in FY 12-13 garnered a new expanded funding partnership with the District for one year with five one-year renewal options, dependent upon District and City budget approvals and the program's success. In 2015, the **City's Watershed Protection Team (WPT) cleaned 158 encampments removing approximately 566,580 gallons (281 tons) of material.** The performance measures between the District and City for this effort focus on patrolling to prevent re-encampment, and cleanup of litter and removal of illegal camping along the shared waterways in San José. Also, as the team identifies appropriate sites, physical barriers are installed to prevent access to previously encamped sites. To date, gates have been installed along Coyote Creek sites at Story Road, Tully Road, Galveston Avenue, Selma Olinder Park, and Wool Creek Drive.



STORY ROAD GATE



TULLY ROAD GATE AND BOULDERS

Performance Measures for Park Rangers as it relates to the agreement includes:

1. Patrol and enforce rules and regulations along the watersheds;
2. Assist in posting for clean-up events;
3. Assist in conducting clean-ups;
4. Patrol creek areas to suppress illegal camping, dumping and prevention of re-encampment;
5. Prepare daily reports;
6. Issue citations;
7. Provide referrals for supportive services to the homeless population.

The desired outcomes of the Performance Measures are outlined below:

- I. Address public safety and criminal activity along the watersheds;
- II. Reduce and suppress illegal camping, dumping and prevent re-encampment;
- III. Reduce stream pollution and litter in the riparian corridor;
- IV. Protect water quality, fish and wildlife, and provide flood protection along the watersheds.

TABLE 2: RANGER PATROL IMPACT

Ranger Patrol Impacts	FY 13 – FY 15
Number of cleanups	456
Est. Volume of Trash (gallons)	645,780
Encampment Deterrence Patrols	1,102
Violation Warnings	1,275
Citations	274
Arrests	26
Ranger Hours	1,060

### 3.5 Continued Leadership

As a leader in the community, the City has partnered with Destination: Home, the County, the Housing Authority, and a number of key non-profits on the Housing 1000 Campaign, a community effort to house 1,000 of the most vulnerable and chronically homeless individuals in Santa Clara County. To date, **702 people have been housed with another 97 actively looking for units**. Going forward, the City is participating in the development of a Community Plan to End Homelessness, which has at its core finding the housing and services needed to respond to homelessness as a regional priority.

### 3.6 Effectiveness Evaluation

Effectiveness of the controls in this plan will be assessed by maintaining photo documentation of sites before and after cleanups, and quantification of the below metrics.

- Number of cleanups
- Tons of trash removed
- Number and location of encampments
- Number of individuals housed
- Change in the number of homeless individuals from prior two years (biennial)
- Number of violation warnings

- Number of citations
- Number of arrests

In FY 14-15, San José's **Homelessness Response Team conducted 224 creek cleanups and removed approximately 2,304,200 gallons of material (1,152 tons), and the Watershed Protection Team cleaned 158 encampments removing approximately 561,420 gallons (281 tons) of trash and debris.**

**Thus far in FY 15-16, the HRT has conducted 237 creek cleanups and removed approximately 548,000 (274 tons) of material through November 2015, and the WPT cleaned 69 encampments removing approximately 42,000 gallons (21 tons) of trash and debris through December 2015.**

### 3.7 Program Workplan

The City continues to coordinate efforts between the HRT, volunteer cleanup groups, and the WPT at the monthly Joint Encampment Planning meetings where knowledge of encampment locations and recent HRT activities is shared, and volunteer efforts and patrolling by Rangers and Fish and Wildlife Wardens are coordinated. Throughout FY 15-16, the City will continue the efforts of the many initiatives of this Direct Discharge Trash Control Program and requests approval from the Executive Officer to claim a 15% offset credit toward its provision C.10.trash load percent reduction requirement for this and subsequent years.

Based on reporting from community partners and calls and emails to an encampment reporting hot line, locations are chosen to which the City dispatches outreach workers to contact 2,000 unsheltered residents each year. From these contacts, encampments are identified where there are significant concerns related to the health and safety of the homeless individuals, the environment, or the surrounding community. Following a period of 15-30 days of outreach, large sites are abated and then actively patrolled.

The HRT plans to dismantle and cleanup encampment sites by conducting approximately ten to fourteen cleanups of large encampment areas per month. HRT cleanup locations are chosen two to four weeks in advance based on health and safety concerns. As noted earlier, the City is also investigating hundreds of opportunities through both interim and permanent housing solutions to move people immediately off the creek and into permanent housing.

To prevent re-encampment, the WPT plans to patrol year round an average of 5 days per week for 4 to 6 hours per patrol day. The WPT continues to actively patrol high-priority stretches on Coyote Creek between William Street and Yerba Buena Road to the Hellyer County Park boundary, and on the Guadalupe River between Virginia Street and Gold Street.

Funds have been budgeted to provide as needed services including bio-waste management and installation of physical deterrents such as gates, boulders, and bollards. A new gate is being planned for installation at Tuers Road just north of Capitol Expressway on the Coyote Creek.

TABLE 3: FY 15-16 WORKPLAN TARGETS

<b>FY 15-16 Workplan Targets</b>	<b>To Date</b>	<b>Annual Target</b>
Number of HRT Cleanups	237	321
Number of WPT Cleanups	69	160
Ranger Patrol Hours	750	1,300 Hours

The City and its partners continue to implement the comprehensive plan described in this document to address potential impacts of direct discharges of trash to stretches of Coyote Creek and the Guadalupe River. Table 3 shows the results anticipated during FY 15-16. The ultimate goal of this plan is to comprehensively and systematically address larger and larger stretches of those receiving waters until eventually these direct discharges have been reduced or prevented completely.

#### **4.0 CONCLUSION**

The City has taken unprecedented steps to implement a comprehensive management plan that attempts to address the underlying issue of homelessness, while taking immediate action to mitigate the potential environmental and social impacts of encampments in the near-term as well. The City has invested significant resources to address the issue, and the funding supports the cleanup of encampments, installation of deterrents to reduce re-encampment, additional Ranger staff to provide more proactive enforcement, as well as provide more opportunities for moving homeless into more permanent housing.

The reality is that encampments, and the underlying issue of homelessness, represent a multifaceted problem that requires more than just local resources to solve. As a City, the loss of redevelopment agencies in 2012 and the failure to replace the funds at the State level has left San José without the capacity it once had to support the development of housing units that it so desperately needs. Without a strong State partnership to provide direct funding to construct sufficient housing, encampments will persist regardless of the extensive work currently being undertaken. While the City, County, District, and countless non-profits are already working together to find answers locally, State support is critical to the ultimate solution. Through effective collaboration and a renewed State commitment to this problem, however, all involved parties can finally begin working towards a solution that protects neighborhoods, prevents potential pollution and protects our creeks, preserves safety, and provides viable housing and shelter alternatives for the homeless persons living in unsafe and unsanitary conditions.

Additionally, the City of San José has demonstrated significant leadership in its efforts to solve the problem in a more holistic manner. Recognizing common challenges and varying resource expertise, the City of San José has demonstrated its leadership in facilitating a strong network of stakeholders that include a wide variety of government agencies, non-profits, and community partners. The City has also embarked on a number of projects to address the issue in nonconventional ways, including the EPA grant-funded Clean Creeks, Healthy Community Project that engages the community as creek stewards, and employs homeless to cleanup encampments and assists them with housing, and

facilitates physical installations and activities to deter dumping. As these innovative pilots sunset, the City has increased its investment to continue the work that is vital to protecting our waterways from the potential impacts of directly discharged trash.

**Through the submission of this Plan, the City requests approval from the Executive Officer to claim a 15% offset credit toward its provision C.10.trash load percent reduction requirement in its FY 15-16 Annual Report and in subsequent years as long as such credit is allowed and this program is in effect.**

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EXHIBIT 1:  
2015 Homeless Census and  
Survey

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SAN JOSÉ



# HOMELESS

POINT-IN-TIME CENSUS & SURVEY

COMPREHENSIVE REPORT

# 2015

REPORT PRODUCED BY ASR

## **ABOUT THE RESEARCHER**

*Applied Survey Research (ASR) is a nonprofit, social research firm dedicated to helping people build better communities by collecting meaningful data, facilitating information-based planning, and developing custom strategies. The firm was founded on the principle that community improvement, initiative sustainability, and program success are closely tied to assessment needs, evaluation of community goals, and development of appropriate responses.*

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## SERVICE PROVIDERS

Asian Americans for Community Involvement · Bill Wilson Center · City Team International · Community Services Agency · Community Solutions · Community Technology Alliance · Downtown Streets Team · Family Supportive Housing · Gilroy Compassion Center · HomeFirst · InnVision Shelter Network · Next Door Solutions to Domestic Violence · Salvation Army · Santa Clara Office of Education · Santa Clara County Office of Supportive Housing · South County Housing · Support Network for Battered Women · Valley Homeless Health Care Program · West Valley Community Services

The City of San José, County of Santa Clara and ASR would also like to acknowledge the 335 volunteers, service providers and County and City employees who registered as volunteers for the census efforts and the many community and faith-based organizations that helped to recruit volunteers.

Finally, this study would not be possible without the 190 homeless census and survey workers, 856 survey respondents, and dozens of outreach workers whose efforts are reflected throughout this report.

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**POINT-IN-TIME JURISDICTIONAL FUNDERS**

**City of Campbell**

**City of Cupertino**

**City of Gilroy**

**City of Los Altos**

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**Town of Los Gatos**

**City of Milpitas**

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**City of Mountain View**

**City of Palo Alto**

**City of San José**

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**City of Saratoga**

**City of Sunnyvale**

**County of Santa Clara**





# Introduction

Every two years, during the last 10 days of January, communities across the country conduct comprehensive counts of their homeless populations to measure the prevalence of homelessness in their communities. Communities collect information on 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.

These biennial Point-in-Time counts of sheltered and unsheltered homeless persons are required by the U.S. Department of Housing and Urban Development (HUD) of all jurisdictions receiving federal funding to provide housing and services for homeless individuals and families. Currently, the Santa Clara County Continuum of Care receives more than \$15 million in federal funding, a key source of funding for homeless services in Santa Clara County.

Communities report the findings of their Point-in-Time counts in their annual funding applications to HUD. The data collected helps the federal government better understand the nature and extent of homelessness nationwide. Biennial Point-in-Time counts are the primary source of nationwide data on the sheltered and unsheltered homeless population.

The County of Santa Clara and the City of San José have worked in conjunction with Applied Survey Research (ASR) to conduct the 2015 Santa Clara County Homeless Census and Survey. ASR is a nonprofit social research firm with extensive experience in homeless enumeration and research.

## **PROJECT OVERVIEW AND GOALS**

The County of Santa Clara and the City of San José partnered with Applied Survey Research (ASR) to conduct the 2015 Santa Clara County Census and Survey. Together, they identified four key project goals:

- To preserve current federal funding for homeless services and to enhance the ability to raise new funds;

- To improve the ability of policymakers and service providers to plan and implement services that meet the needs of the local homeless population;
- To measure changes in the numbers and characteristics of the homeless population since the 2013 Santa Clara County Homeless Census and Survey, and to track progress toward ending homelessness; and
- To assess the status of specific subpopulations including veterans, families, unaccompanied children and youth, and those who are chronically homeless.

## **FEDERAL DEFINITION OF HOMELESSNESS FOR POINT-IN-TIME COUNTS**

In this study, HUD's definition of homelessness for Point-in-Time counts was used. The definition includes:

- An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals), or
- An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground<sup>1</sup>

It does not include individuals or persons living in families who were living in “double ups,” hotels/motels, or an institutional setting.

## **PRIMARY COMPONENTS OF THE STUDY**

The Santa Clara County Census and Survey had four primary components:

- 1) A Point-in-Time enumeration of unsheltered homeless individuals and families (those sleeping outdoors, on the street, in parks or vehicles, etc.);
- 2) A targeted Point-in-Time enumeration of unsheltered, unaccompanied homeless children and youth;
- 3) A Point-in-Time count of homeless individuals and families who have temporary shelter, including those staying in an emergency shelter, transitional housing, or using hotel/motel vouchers; and
- 4) A qualitative survey of a representative sample of homeless adults and youth administered in the weeks following the census efforts.

This report is intended to assist service providers, policymakers, funders, and those in local, state, and federal government to gain a better understanding of the population currently experiencing homelessness, measure the impact of current policies and programming, and plan for the future. The results of both the census and survey presented in this report provide invaluable data regarding the number and characteristics of homeless individuals and families in Santa Clara County. These data can help guide countywide efforts to mitigate and end homelessness.

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<sup>1</sup> U.S. Department of Housing and Urban Development. (December 2012). Housing Inventory Count and Point-in-Time Count of Homeless Persons: Data Collection Guidance Version 1.1.



# Point-In-Time Census

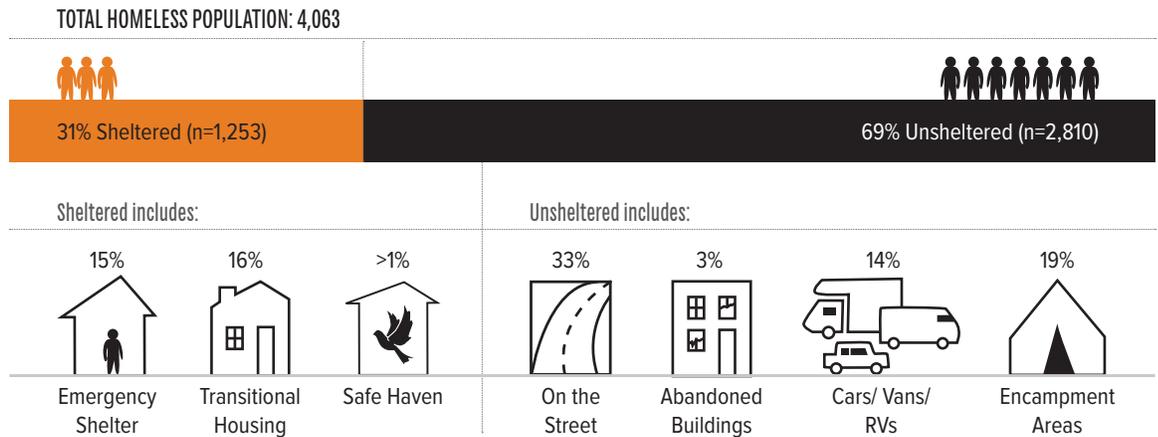
The 2015 San José Point-in-Time Count was part of the larger Santa Clara County Point-in-Time effort. The count included a complete enumeration of all sheltered and unsheltered homeless persons in the San José. The general street count was conducted on January 27 and 28 from approximately daybreak to noon.

Teams of homeless guides and housed volunteers canvassed all 177 square miles of San José. Individuals in emergency shelters, transitional housing, and domestic violence shelters were counted on the evening of January 27, 2015. The general street count and shelter count methodology were similar to those used in 2013, however in 2015 most shelters reported data using the County's Homeless Management Information System (HMIS) rather than paper or online surveys.

## NUMBER AND CHARACTERISTICS OF HOMELESS PERSONS IN SAN JOSÉ

A total of 4,063 people were counted in San José on the mornings of January 27 and 28, 2015. Approximately 69% of the population was unsheltered, this included 778 people living in encampment areas. Roughly 31% of the population was counted in shelters (emergency shelters, transitional housing facilities, and safe havens).

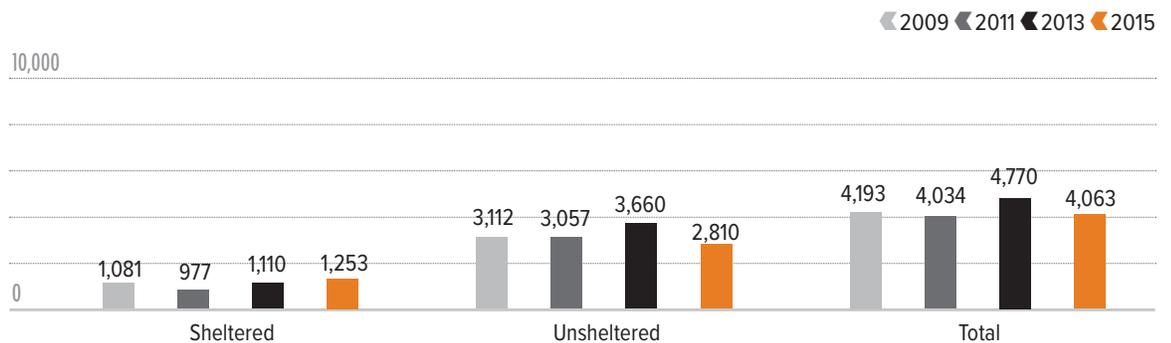
**FIGURE 1.** TOTAL NUMBER OF HOMELESS INDIVIDUALS ENUMERATED DURING THE POINT-IN-TIME HOMELESS CENSUS



Source: Applied Survey Research. (2015). San José Homeless Census. San José, CA.

There was a 15% decrease in the homeless population of San José between 2009 and 2015 (705 people). The number of people counted in San José encampments decreased from 1,230 in 2013 to 778 in 2015. The San José shelter count increased by 145 people between 2013 and 2015, a 13% increase.

**FIGURE 2.** TOTAL NUMBER OF HOMELESS INDIVIDUALS ENUMERATED DURING THE POINT-IN-TIME HOMELESS CENSUS BY SHELTER STATUS WITH TREND

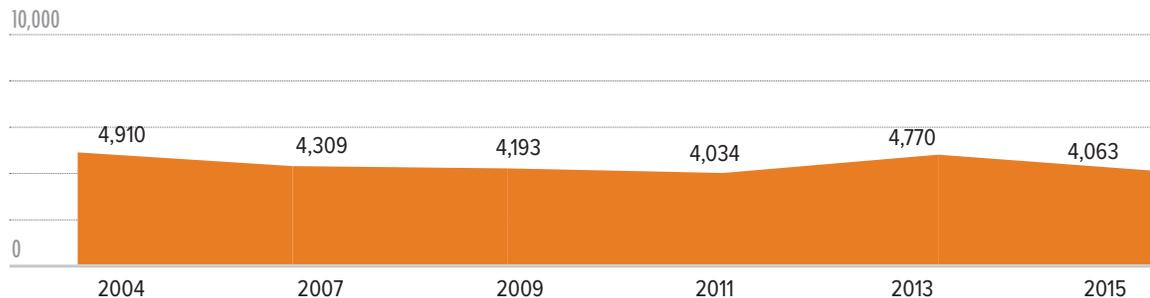


Source: Applied Survey Research. (2015). San José Homeless Census. San José, CA.

Note: Changes in the shelter count may reflect changes in shelter designations and listed shelters rather than capacity or usage.

While the population saw a large decrease from 2013, the number of people counted in the 2015 Point-in-Time Count was similar to that of the 2011.

**FIGURE 3. SAN JOSÉ HOMELESS CENSUS 11-YEAR TREND**



Source: Applied Survey Research. (2015). San José Homeless Census. San José, CA.

The majority of those counted in the 2015 Point-in-Time Count were adults 25 years or older (81%). Five hundred and thirty-six of those counted were transition age youth between 18-25 years old, 503 of which were living independently. There were 250 children under the age of 18 included in the count. Of those children, 87% were living with family members (including at least one adult), 15% (32 children) were living on their own.<sup>2</sup>

**FIGURE 4. HOMELESS CENSUS RESULTS BY HOUSEHOLD TYPE AND AGE GROUP (2015)**

	CHILDREN UNDER 18	ADULTS 18-24	ADULTS 25+	TOTAL
<b>Sheltered</b>	212	96	945	1,253
Persons in family households	210	30	132	374
Persons in non-family households	2	66	813	881
<b>Unsheltered</b>	37	440	2,333	2,810
Persons in family households	7	3	4	14
Persons in non-family households	30	437	2,329	2,796
<b>Total</b>	254	536	3,278	4,063
<b>Percent</b>	6%	13%	81%	100%

Source: Applied Survey Research. (2015). San José Homeless Census. San José, CA.

<sup>2</sup> In a sustained effort to improve data on the extent of youth homelessness, Santa Clara County conducted a dedicated youth count similar to those conducted in previous years. As in previous years, Bill Wilson Center staff and youth provided the insight and manpower needed to enumerate homeless children and youth in the San José. For more information on the 2015 youth count see Appendix 1.

Seventy-four percent of those counted were male, twenty-six percent were female. Few individuals were identified as transgender during the street and shelter counts.

A higher population of the female population was enumerated in shelters (62%) compared to 29% of males. The transgender population was largely unsheltered (92%).

**FIGURE 5.** HOMELESS CENSUS RESULTS BY HOUSEHOLD TYPE AND GENDER (2015)

	FEMALE	MALE	TRANSGENDER	TOTAL
<b>Sheltered</b>	396	855	2	1,253
Persons in family households	201	171	0	374
Persons in non-family households	195	684	2	881
<b>Unsheltered</b>	647	2,141	22	2,810
Persons in family households	8	6	0	14
Persons in non-family households	639	2,135	22	2,796
<b>Total</b>	1,043	2,996	24	4,063
<b>Percent</b>	26%	74%	>1%	-

*Source: Applied Survey Research. (2015). San José Homeless Census. San José, CA.*



# Homeless Survey Findings

The Department of Housing and Urban Development (HUD) describes the method used for the 2015 count as a “blitz count” in that numerous people conduct the count over a very short period of time in an effort to avoid duplicate enumeration. The count is followed by a face-to-face representative survey. The survey sample is then used to profile and estimate the condition and characteristics of the county’s homeless population and subpopulations for the purposes of HUD reporting. These data are also collected at the city level to help inform local service delivery and strategic planning. The results of the “blitz” census are combined with survey data to provide estimates of the number of people affected by a given experience. The survey also provides additional information on the experiences of those who are unsheltered and sheltered in the City of San José.

This section provides an overview of the findings generated from the homeless survey in San José. Surveys were administered to individuals experiencing homelessness after the completion of the 2015 Point-in-Time Count, between February 1 and March 16, 2015. The survey effort resulted in 626 complete and unique surveys<sup>3</sup>. In an effort to mitigate sample bias and faithfully represent the overall population experiencing homelessness in San José, surveyors were recruited from multiple organizations and areas. Efforts were made to target respondents based on living accommodation, age, and geographic location.

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<sup>3</sup> Additional information regarding the City of San José and Santa Clara County Homeless Census & Survey can be found in the appendices, including: the homeless survey Methodology.

The following table is a brief overview of census population and the survey population.

**FIGURE 6.** SURVEY AND CENSUS POPULATIONS

	CENSUS POPULATION	SURVEY POPULATION
Age 18-24	13%	13%
Families	10%	5%
Sheltered	31%	26%
Total Population	4,063	626

*Source: Applied Survey Research. (2015). San José Homeless Census and Survey. San José, CA.*

## SURVEY DEMOGRAPHICS

In order to gain a more comprehensive understanding of the experiences of homeless persons in the City of San José, respondents were asked basic demographic questions including their age, gender, sexual orientation, and ethnicity.

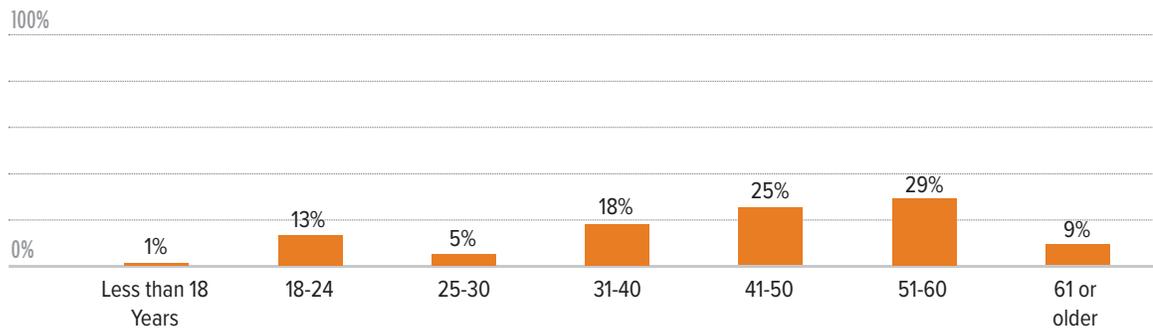
### AGE

Respondents were asked how old they were the first time they experienced homelessness for the first time in 2015. Nine percent of respondents reported they were under the age of 18, 24% were between the ages of 18-24, and 67% were over the age of 25.

Previous data has suggested the population of individuals experiencing homelessness has been aging. However, recent research by Stephen Metraux, PhD has shown that traditional outreach efforts in national Point-in-Time counts and service-based enumerations may have overrepresented the number of individuals in these older age groups. Metraux's data suggests that older individuals may be more service connected and therefore easier to reach through traditional outreach strategies. The City of San José and Santa Clara County continue to excel in their efforts to reach and enumerate younger populations, including unaccompanied children and youth, in the unsheltered Point-in-Time Count through dedicated encampment and youth outreach.

Fourteen percent of survey respondents were under the age of 25 in 2015. Thirty-eight percent of those surveyed were over the age of 51. As in previous years, the most common age for respondents was between 30 and 50 years old (43%).

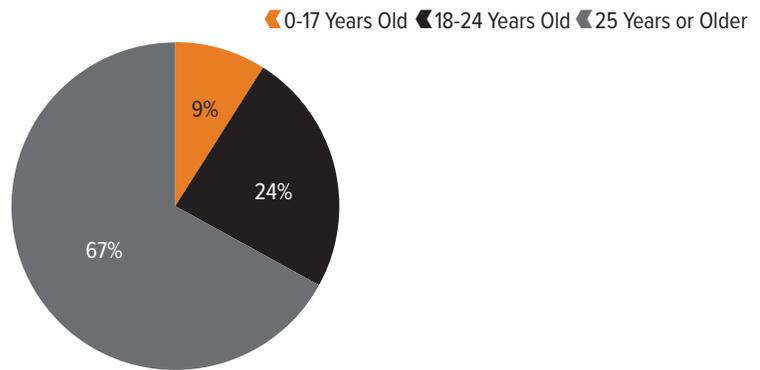
**FIGURE 7.** AGE



2015 n:626

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

**FIGURE 8.** AGE AT FIRST EXPERIENCE OF HOMELESSNESS



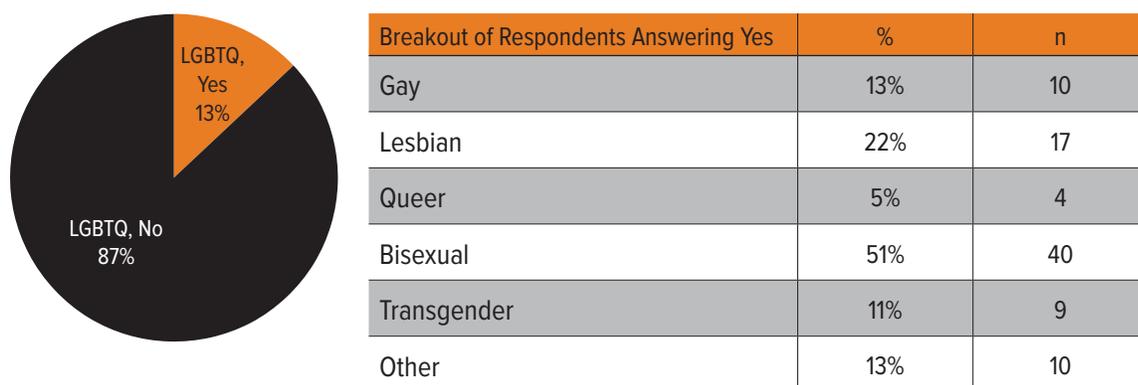
2015 n:600

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

## GENDER AND SEXUAL ORIENTATION

The majority of survey respondents identified as male (65%), 34% female, and 1% transgender. While there are limited data on the number of Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) individuals experiencing homelessness, available data suggest LGBTQ individuals experience homelessness at higher rates, especially those under the age of 25. Thirteen percent of homeless survey respondents identified as LGBTQ in 2015. Of those, 51% identified as bisexual, 22% lesbian, 13% gay, 11% transgender, 5% queer, and 13% other LGBTQ. Among those who identified as LGBTQ, 53% were female. A higher percentage of youth under age 25 identified as LGBTQ than their older counterparts (19% compared to 12%).

**FIGURE 9.** SEXUAL ORIENTATION AND LGBTQ IDENTITY



LGBTQ n:626; Breakout n: 79 respondents offering 90 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

## PREGNANCY AND PARENTING

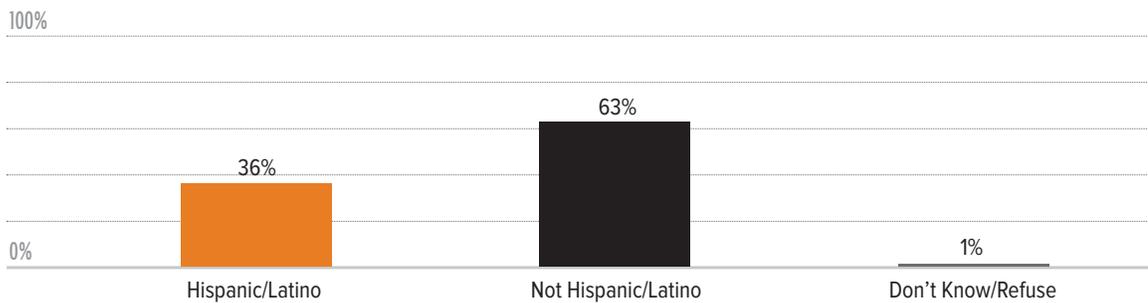
Survey respondents were asked about pregnancy status for the first time in 2015. Six percent of female respondents reported they were pregnant at the time of the study. Five percent of respondents reported they were currently living with a child under the age of 18.

**RACE/ETHNICITY**

The Department of Housing and Urban Development (HUD) gathers data on race and ethnicity in two separate questions, similar to the US Census. When asked about their ethnicity, 36% of homeless survey respondents in San José identified as Hispanic or Latino. In regards to race, 39% identified as White, 20% Black or African-American, 7% American Indian or Alaska Native, 2% Asian, 1% Hawaiian or Pacific Islander, and 31% multi-ethnic or other.

In comparison to the general population of the City of San José, a higher percentage of respondents identified as Hispanic or Latino (36% compared to 26%). In terms of race, a much higher population of survey respondents identified as Black or African-American, 20% compared to 3% of the general population. In contrast, 2% of homeless respondents identified as Asian, compared to 37% of the general population.

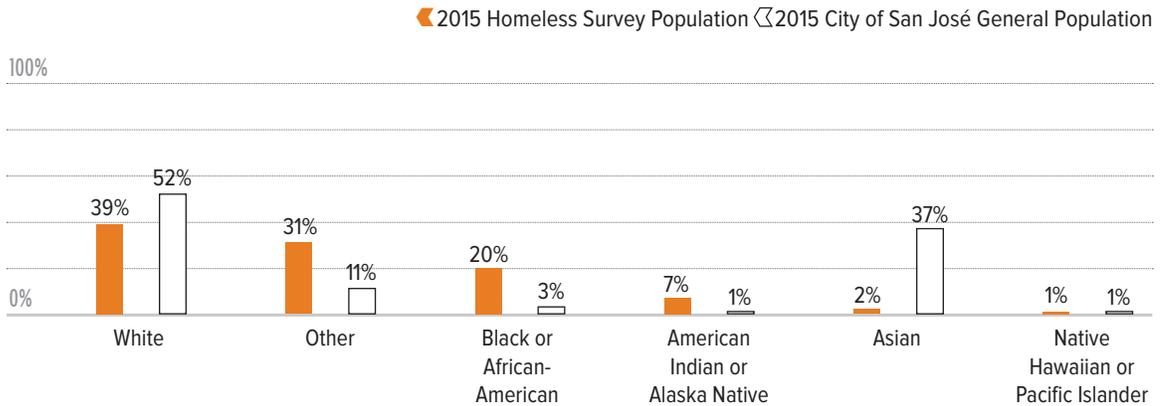
**FIGURE 10. HISPANIC OR LATINO ETHNICITY**



2015 n:620

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

**FIGURE 11. RACE**



2015 n:568

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA. U.S. Census Bureau. (April 2015). American Community Survey 2009-2013 5-Year Estimates. Table DP05: ACS Demographic and Housing Estimates. Retrieved from <http://factfinder2.census.gov>.

### FOSTER CARE

It has been estimated that one in four former foster youth experience homelessness within four years of exiting the foster care system.<sup>4</sup> In the State of California, foster youth are now eligible to receive services beyond age 18. Transitional housing and supportive services for youth 18-24 are provided by two programs, Transitional Housing Placement-Foster Care for youth 18-21 and Transitional Housing Placement-Plus for youth ages 18-24. It is hoped that these additional supports, implemented since 2012, will assist foster youth with the transition to independence and prevent them from becoming homeless. Extended care and assistance for current and former foster youth, including a Transitional Housing Placement-Plus program, are accessible in the City of San José.

In 2015, 16% of respondents reported a history of foster care, the same as in 2013 (16%). The percentage of youth under the age of 25 who had been in foster care was much higher than adults over the age of 25 (40% compared to 14%). Sixteen percent of youth reported they were living in foster care immediately before becoming homeless, representing roughly 2% of the overall homeless population. Yet less than 5% of youth under the age of 25 reported that aging out of foster care was the primary cause of their homelessness.

In 2015, 18% of homeless respondents in San José reported a history of foster care. The percentage of youth under the age of 25 who had been in foster care was much higher than adults over the age of 25 (43% compared to 14%). Twenty percent of youth reported they were living in foster care immediately before becoming homeless. Yet approximately 5% of youth under the age of 25 reported that aging out of foster care was the primary cause of their homelessness.

FIGURE 12. HISTORY OF FOSTER CARE



2015 n:595

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

4 United States Interagency Council on Homelessness. (2012). Amendment 2012, Opening Doors: Federal strategic plan to prevent and end homelessness. Washington: D.C.

## LIVING ACCOMMODATIONS

Where individuals lived prior to experiencing homelessness, and where they have lived since, affects the way they seek services as well as their ability to access support from friends or family. Previous circumstances can also point to gaps in the system of care and opportunities for systemic improvement and homelessness prevention. Survey respondents were asked about both the geography and environment in which they were living prior to experiencing homelessness.

### PLACE OF RESIDENCE

Eighty-four percent of San José respondents reported having lived in Santa Clara County at the time they most recently became homeless, similar to 2013 (85%). Of those living in Santa Clara County at the time they most recently became homeless, 77% had lived in the county for more than 10 years. Among San José respondents who reported living outside of Santa Clara County at the time they became homeless, 38% reported they had been in Santa Clara County for less than a year.

**FIGURE 13.** PLACE OF RESIDENCE AT TIME OF HOUSING LOSS

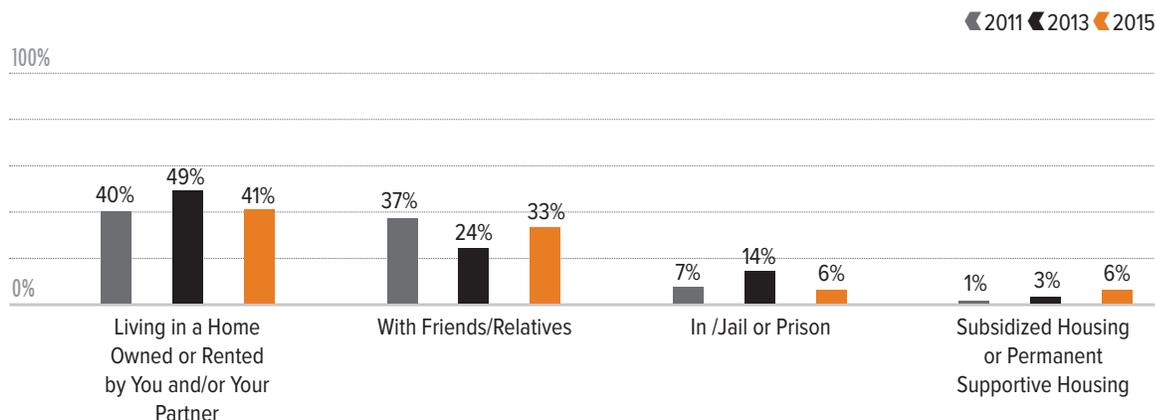


Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

**PRIOR LIVING ARRANGEMENTS**

Most often, homeless respondents reported living in a home rented or owned by themselves, a partner, family or friends. Less often, respondents became homeless after leaving institutions. Forty-one percent reported living in a home owned or rented by themselves or their partners, down from 49% in 2013. Thirty-three percent of respondents reported staying with friends or family immediately prior to becoming homeless, up from 24% in 2013. Six percent reported they were living in subsidized or permanent supportive housing, up from 3% in 2013. Six percent of respondents reported they were in a jail, prison or juvenile detention facility immediately prior to becoming homeless down from 14% in 2013. Three percent were in foster care, 2% were in a hospital or treatment facility.

**FIGURE 14.** LIVING ARRANGEMENTS IMMEDIATELY PRIOR TO BECOMING HOMELESS THIS TIME (TOP FOUR RESPONSES IN 2015)



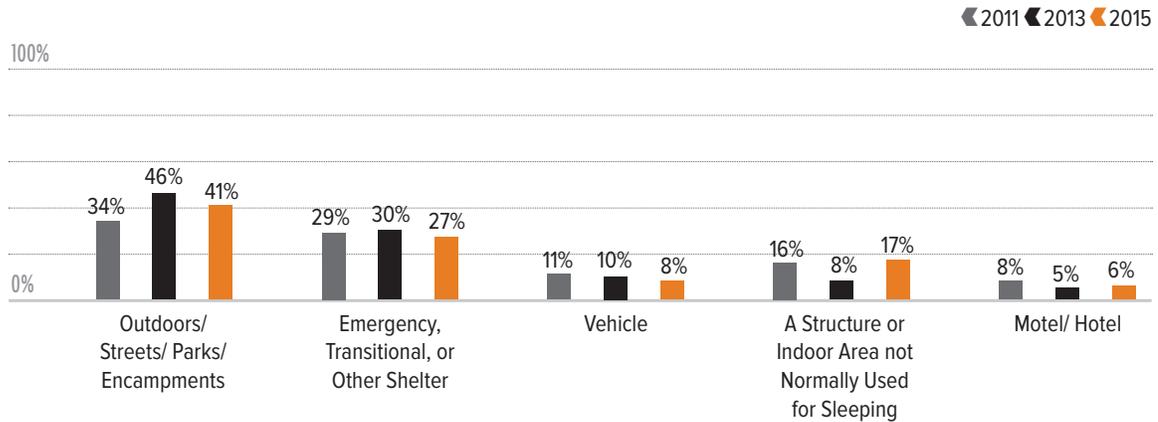
2011 n:671; 2013 n:435; 2015 n:590

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

**CURRENT LIVING ARRANGEMENTS**

Twenty-seven percent reported staying in a public shelter (emergency shelter, transitional housing facility or alternative shelter environment). Forty-one percent of survey respondents reported currently living outdoors (either on the streets, in parks or encampment areas). Seventeen percent of respondents reported they were sleeping in public buildings, bus stations, foyers, hallways, or other indoor areas not meant for human habitation. Eight percent reported staying in their vehicles.

**FIGURE 15. USUAL PLACE TO SLEEP AT NIGHT**



2011 n:674; 2013 n:452; 2015 n:609

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

**PERSONS RESIDING IN ENCAMPMENT AREAS**

A total of 778 homeless individuals were living in encampments in the City of San Jose at the end of January, which represents 19% of the total homeless Point-in-Time count population. This was a significant decline from 2013, when 1,230 persons were counted in encampment areas and represented 26% of the Point-in-Time count. Data from encampment outreach teams suggest females now comprise over 33% of encampment residents, which is similar to the percentage of the general homeless population but an increase from previous data on encampments. Other demographic information is similar to the general homeless population. Homelessness exceeding 4 years was reported by nearly twice as many encampment respondents compared to those in other settings (more than 80% and 45% respectively). Over 40% of encampment residents report having a pet, compared to 21% of the general homeless population. Finally, encampment residents report that they are much more likely to have been San José residents when they became homeless than the general homeless population (94% versus 84%).

## DURATION AND RECURRENCE OF HOMELESSNESS

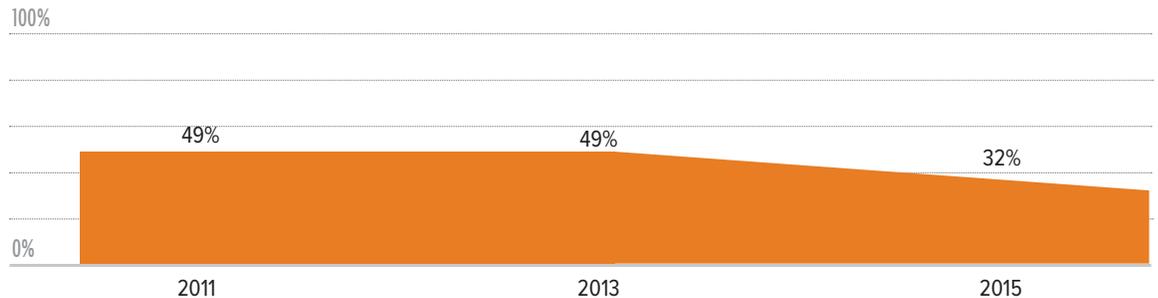
### RECURRENCE OF HOMELESSNESS

Unstable living conditions often lead to individuals falling in and out of homelessness. For many, the experience of homelessness is part of a long and recurring history of housing instability.

Compared to 2013, more respondents reported a previous experience of homelessness. Less than one third of 2015 respondents reported they were experiencing homelessness for the first time, compared to 49% in 2013. Nineteen percent reported they had experienced two or more episodes of homelessness in the past year; 48% reported they had experienced homelessness four or more times in the past three years.

Sixty-four percent of San José survey respondents reported they had been homeless for a year or more, a slight increase from 58% in 2013. Six percent reported that their current homelessness had been less than one month, compared to 9% in 2013.

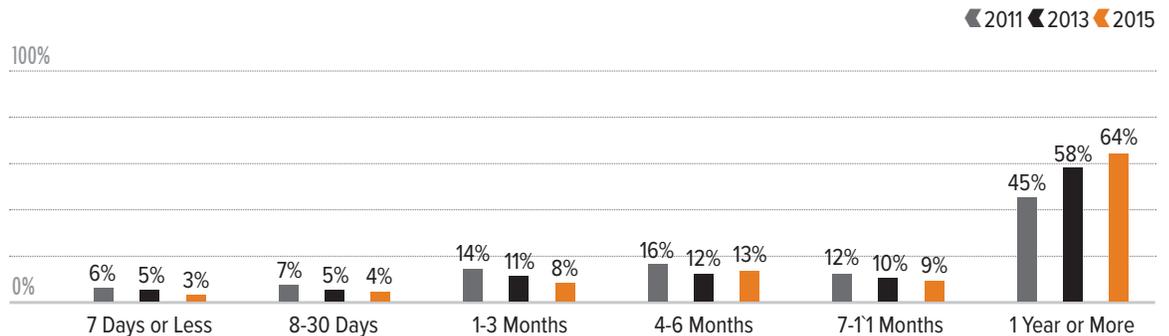
**FIGURE 16.** PERCENT EXPERIENCING HOMELESSNESS FOR THE FIRST TIME (RESPONDENTS ANSWERING 'YES')



2011 n:674; 2013 n:456; 2015 n:616

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

**FIGURE 17.** LENGTH OF CURRENT EPISODE OF HOMELESSNESS



2011 n:661; 2013 n:449; 2015 n:602

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

## PERMANENT HOUSING

A common misconception about individuals experiencing homelessness is that they do not want housing and prefer to live outdoors, also known as being homeless by choice. Respondents were asked if they would want affordable permanent housing, were it available, and 92% said “yes,” similar to 2013 (93%).

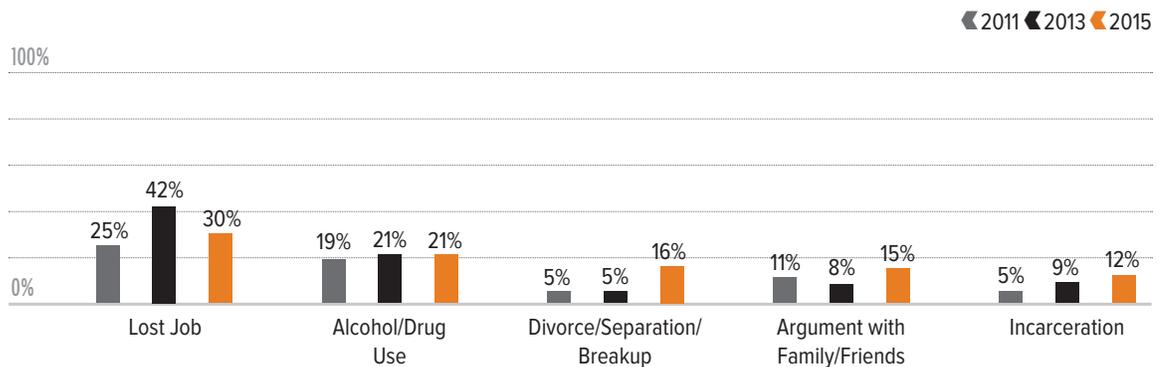
## PRIMARY CAUSE OF HOMELESSNESS

The primary cause of an individual’s inability to obtain or retain housing is often difficult to pinpoint, as it is often the result of multiple and compounding causes. Thirty percent of respondents reported job loss as the primary cause of their homelessness, down from 42% in 2013. Twenty-one percent reported drugs or alcohol. These two have remained the most frequently cited causes of homelessness since 2004.

Many respondents reported causes associated with personal relationships as the cause of their homelessness. Sixteen percent reported divorce or separation and 15% an argument with a family member who asked them to leave. Five percent reported domestic violence.

Some respondents cited mental (7%) or physical health conditions (7%). Others reported challenges with the criminal justice system. Twelve percent of respondents reported incarceration was the primary cause of their homelessness; this was up from 9% in 2013. An additional 2% reported housing restrictions due to probation or parole, which was down from 4% in 2013.

**FIGURE 18.** PRIMARY CAUSE OF HOMELESSNESS (TOP FIVE RESPONSES)



2011 n:667; 2013 n:443 respondents offering 566 responses; 2015 n:611 respondents offering 897 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Applied Survey Research. (2013). San José Homeless Survey. San José, CA.

Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

Note: Multiple response question (Years 2013, 2015). Percentages may not add up to 100 due to rounding.

Note: Caution should be used when comparing data across years due to changes in question format.

Eleven percent of respondents reported eviction was the primary cause of their homelessness, however the cause of their eviction is not specified.

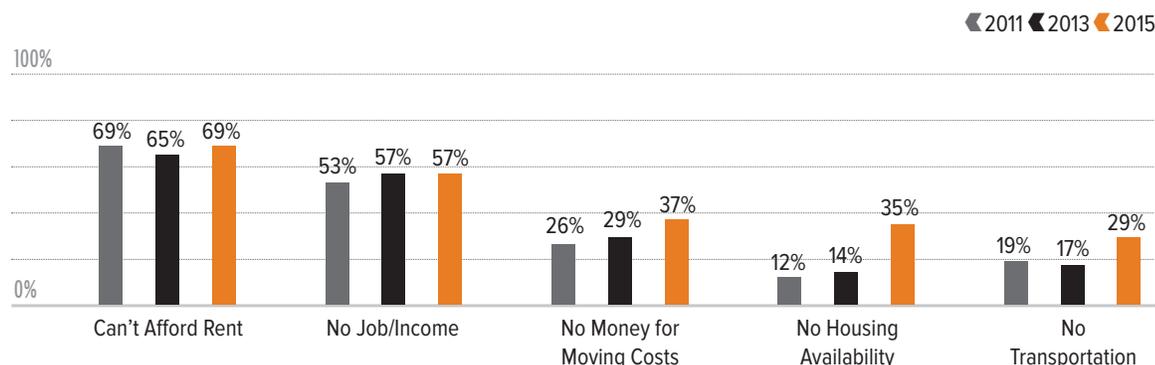
### OBSTACLES TO OBTAINING PERMANENT HOUSING

Respondents were also asked what prevented them from obtaining housing. Most respondents reported multiple obstacles, often a mixture of income or access-related issues. The most frequently cited obstacle was the inability to afford rent (69%). More than half reported they couldn't find work or obtain enough income (57%) or money for move in costs (37%). Thirty-five percent reported there was no housing available.

Other challenges existed such as lack of transportation 29%, poor credit (25%) and eviction records (11%).

Twenty-two percent reported their criminal record prevented them from obtaining housing and 6% reported restrictions for probation or parole were impeding their ability to find housing.

**FIGURE 19.** OBSTACLES TO OBTAINING PERMANENT HOUSING (TOP FIVE RESPONSES)



2011 n:667 respondents giving 1,568 responses; 2013 n:414 respondents giving 995 responses; 2015 n:593 respondents giving 2,001 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### PREVENTION OF HOMELESSNESS

Respondents were also asked what might have prevented them from experiencing homelessness. The most frequent responses were employment assistance (33%) and drug and alcohol counseling (30%), corresponding to the most frequently cited causes of homelessness.

Twenty-eight percent reported rent or mortgage assistance may have prevented their homelessness, this was down from 33% in 2013. Twenty percent reported mental health services. Seventeen percent of respondents reported help accessing benefits, up slightly from 12% in 2013. Fifteen percent reported the support of case management upon exit from a facility such as a jail, prison, hospital or juvenile justice facility would have prevented their homelessness, again this was a slight increase from 13% in 2013.

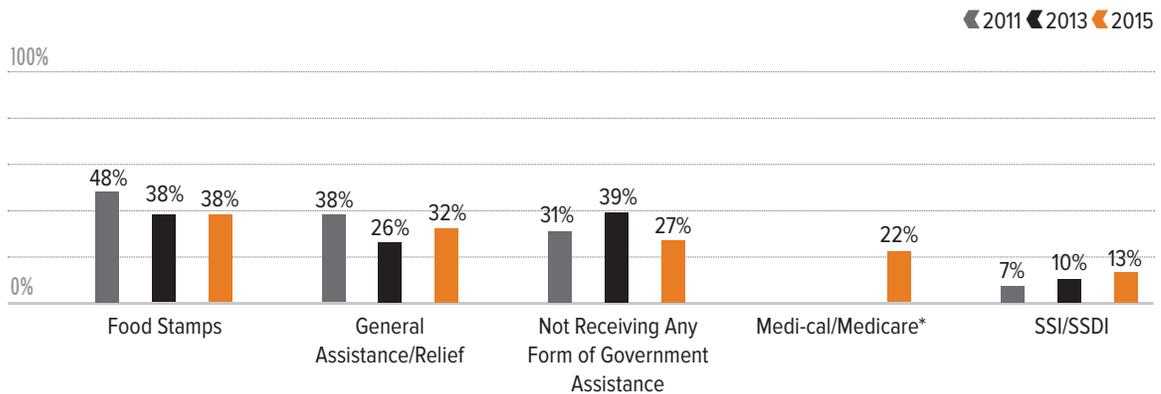
## SERVICES AND ASSISTANCE

The City of San José provides funding for services and assistance through the administration of federal and local funds for those currently experiencing homelessness. Government assistance and homeless services enable individuals and families to obtain needed income and support. However, many individuals and families do not apply for services. Some do not want to ask for assistance and many believe that they do not qualify or are ineligible.

### GOVERNMENT ASSISTANCE

Nearly three quarters of respondents in 2015 reported they were receiving some form of government assistance (73%), up from 63% in 2013. The most frequently reported benefit was reported receiving CalFresh/food stamps (38%). Nearly one third (32%) of respondents in 2015 reported receiving General Assistance (GA). Thirteen percent reported receiving SSI, SSDI and 7% Social Security. Twenty-two percent reported they were on Medi-Cal/Medicare, this was the first year respondents were asked about this benefit.

**FIGURE 20.** TYPES OF GOVERNMENT ASSISTANCE RECEIVED (TOP FIVE RESPONSES IN 2015)



2011 n:663 respondents offering 916 responses; 2013 n:437 respondents offering 537 responses; 2015 n:580 respondents offering 855 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

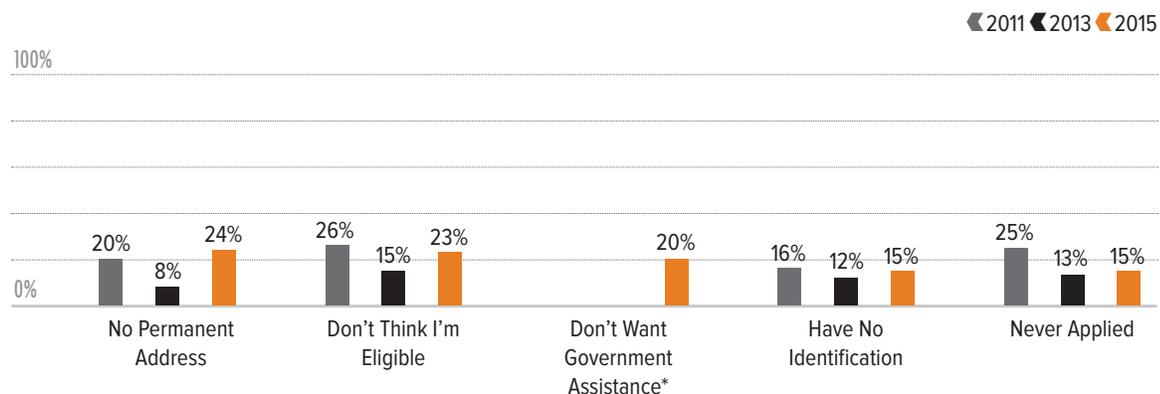
Note: Multiple response question.

Note: Medi-Cal/Medicare was added as a response option in 2015.

**REASONS FOR NOT RECEIVING GOVERNMENT ASSISTANCE**

Of those who reported they were not receiving any form of government support, 24% reported their lack of a permanent address prevented them from assistance. Nearly one-quarter did not think they were eligible for assistance (23%) and one in five (20%) reported they were not interested in receiving support. One in nine reported they had been turned down for benefits.

**FIGURE 21. REASONS FOR NOT RECEIVING GOVERNMENT ASSISTANCE (TOP FIVE RESPONSES IN 2015)**



2011 n:195 respondents offering 341 responses; 2013 n:168 respondents offering 220 responses; 2015 n:143 respondents offering 218 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2013). San José Homeless Survey. San José, CA.  
 Applied Survey Research. (2011). San José Homeless Survey. San José, CA.

Note: Multiple response question (Years 2011, 2015). Percentages may not add up to 100 due to rounding.

Note: response option changed in 2015 from “don’t need” to “don’t want.” Percentages may not add up to 100 due to rounding. In 2013, 22% of respondents reported they did not need government assistance.

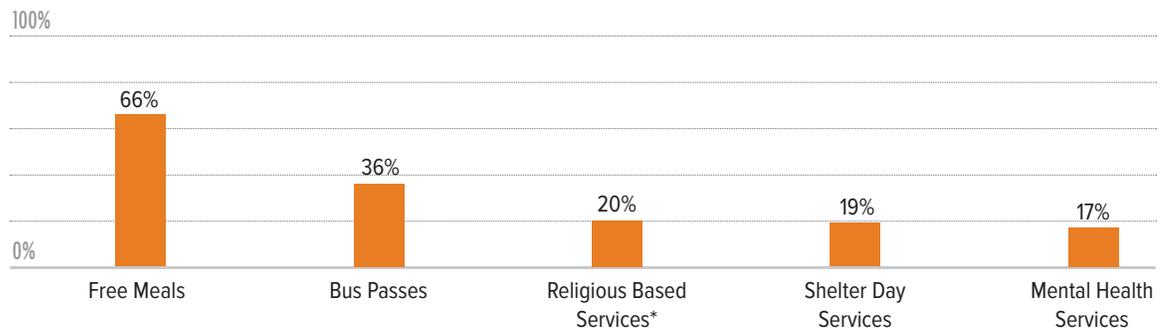
Note: Caution should be used when comparing data across years due to changes in question format.

## SERVICES AND PROGRAMS

A higher percentage of respondents reported receiving direct assistance such as shelter or free meals (85%). Two-thirds reported accessing free meals, 36% bus passes. Twenty percent reported accessing religious based services and 19% reported accessing shelter day services. Seventeen percent reported using mental health services, 14% drug or alcohol counseling and 12% outreach services.

While many respondents reported job or employment assistance would have prevented their homelessness, 10% reported they were accessing those services at the time of the survey.

**FIGURE 22.** SERVICES OR ASSISTANCE (TOP FIVE RESPONSES)



2015 n:577 respondents offering 1,260 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

\*Note: Religious based services was added as a response option in 2015.

## EMPLOYMENT AND INCOME

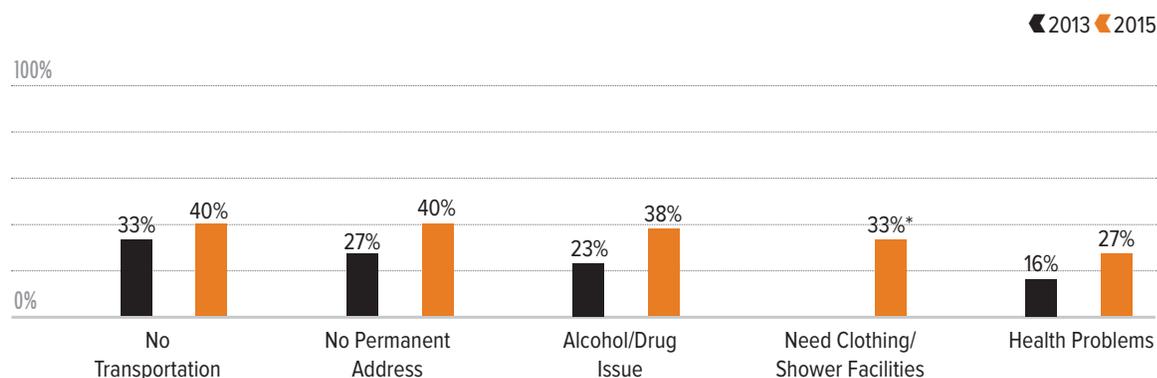
While the majority of homeless survey respondents reported being unemployed, some had part-time or full-time work. Many were receiving an income from benefits, either public or private. Yet data suggest that employment and income were not enough to meet basic needs.

### EMPLOYMENT

The unemployment rate in Santa Clara County in January 2015 was roughly 5%, down from nearly 8%, in 2013.<sup>5</sup> However, labor market data shows current labor trends in the Bay Area favoring high-end technical employment. It is also important to recognize that the unemployment rate represents only those who are unemployed and actively seeking employment. It doesn't represent all joblessness.

The unemployment rate for homeless respondents was 82%, higher than in 2013, 65%. Of those who were unemployed 55% reported they were looking for work; 24% reported they were unable to work. The most frequently cited barrier to employment was transportation (40%). Other barriers included basic resources including the lack of a permanent address (40%) and clothing or shower facilities (33%). Thirty-eight percent reported drug or alcohol issues prevented them from obtaining work, health problems or disability were each cited by 27% of respondents. Twenty-three percent reported their criminal record prevented them from obtaining work. More than one in five reported that age was an issue (21%).

FIGURE 23. OBSTACLES TO OBTAINING EMPLOYMENT



2015: 493 respondents offering 1,778 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

Note: Respondents were not asked about the need for clothing or shower facilities in 2013.

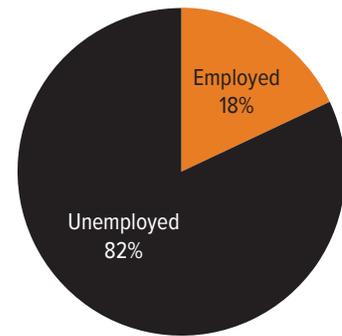
<sup>5</sup> State of California Employment Development Department. (2013). Unemployment Rates (Labor Force). Retrieved 2013 from <http://www.labormarketinfo.edd.ca.gov>

**INCOME**

Income, from all sources, varied between those with regular employment and those who were unemployed. Thirty-nine percent of unemployed respondents reported an income of less than \$99 per month, in comparison to less than 2% of those who were employed. Unemployed income is typically from government services, benefits, recycling, or panhandling. Among those with employment, less than 22% reported an income over \$1,500 a month. This is in comparison to an average monthly rental price of \$2,009 for a one-bedroom and \$2,538 for a two-bedroom in San José. It is also important to note that respondents who reported making more than \$1,500 represented less than 4% of the survey population.

**FIGURE 24. EMPLOYMENT AND MEAN MONTHLY INCOME**

	EMPLOYED		UNEMPLOYED	
	%	n	%	n
\$0-\$99	2%	2	39%	195
\$100-\$449	15%	16	31%	158
\$450-\$749	22%	23	7%	37
\$750-\$1,099	21%	22	14%	69
\$1,100-\$1,499	17%	18	6%	30
\$1,500-\$3,000	16%	17	3%	13
More than \$3,000	6%	6	0%	1



2015 employment status n:626; Income employed n:104; Income unemployed n:503

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

## HEALTH

The average life expectancy for individuals experiencing homelessness is 25 years less than those in stable housing.<sup>6</sup> Without regular access to health care, individuals experience preventable illness and often endure longer hospitalizations. The health effects of homelessness are not only costly to individuals' longevity but also to the system of care. Data suggest that those experiencing homelessness stay four days (or 36%) longer per hospital admission than non-homeless patients.<sup>7</sup>

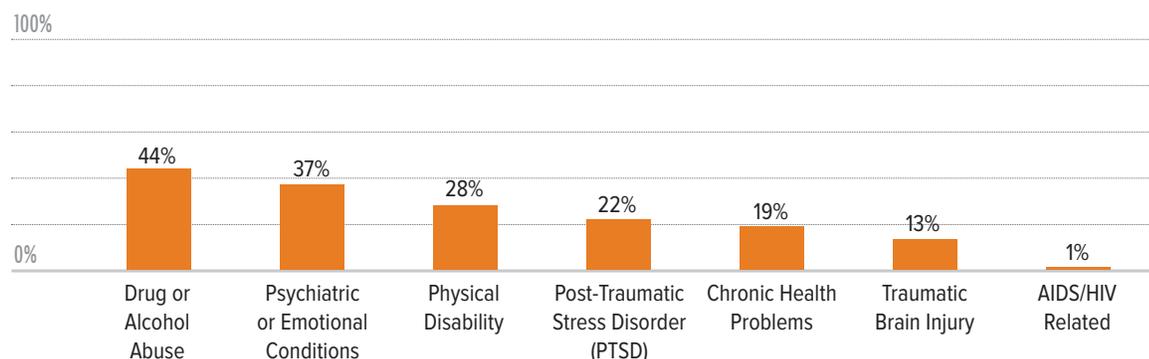
### HEALTH CONDITIONS

Nearly two-thirds of respondents (65%) reported one or more health conditions, up from 60% in 2013. These conditions included chronic physical illness, chronic substance abuse and severe mental health conditions. Fifty-two percent of survey respondents with these conditions reported their condition limited their ability to take care of personal matters or get or keep a job.

The most frequently reported health conditions were drug or alcohol abuse (44%), a psychiatric or emotional condition (37%), followed by a physical disability (28%). Twenty-two percent of respondents reported having PTSD.

Recent studies have looked at the incidence of Traumatic Brain Injury (TBI) among those experiencing homelessness.<sup>8</sup> Thirteen percent of respondents in San José reported a Traumatic Brain Injury (TBI). This was in contrast to 2% of San José respondents in 2013.

**FIGURE 25.** HEALTH CONDITIONS



*Drug or alcohol abuse n:595; Psychiatric or emotional conditions n:592; Physical disability n:584; Post-Traumatic Stress Disorder (PTSD) n:587; Chronic health problems n:598; Traumatic Brain Injury n:580; AIDS/HIV related n:582*

*Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.*

*Note: Multiple response question. Percentages may not add up to 100 due to rounding.*

6 O'Connell, J.J. (2005). *Premature Mortality in Homeless Populations: A Review of the Literature*, 19 pages. Nashville: National Health Care for the Homeless Council, Inc.

7 Sharon A. Salit, M. E. (1998). Hospitalization Costs Associated with Homelessness in New York City. *New England Journal of Medicine*, 338, 1734-1740.

8 Topolovec-Vranic J, et al. (December 2012). Traumatic Brain Injury among people who are homeless: a systematic review. *BMC Public Health*. 8;12:1059. doi: 10.1186/1471-2458-12-1059.

## ACCESS TO CARE

Forty-four percent of respondents reported the Emergency Room (ER) was their usual source of care. Twenty percent reported using Valley Homeless Healthcare Program (VHHP), a homeless clinic, or a mobile van. Seventeen percent reported they had usual primary care and 7% a VA hospital or clinic. Forty-five percent of respondents reported they had seen the same medical service provider two or more times in the 12 months prior to the survey.

Twenty-seven percent reported they had spent a night in the hospital or psychiatric facility in the 12 months prior to the study.

## DOMESTIC/PARTNER VIOLENCE OR ABUSE

The U.S. Department of Housing and Urban Development (HUD) recommends asking about physical, emotional, or sexual abuse over a lifetime. Three percent of all survey respondents reported they were currently experiencing domestic/partner violence or abuse; this was down from 7% in 2013. When asked about experiences across their lifetime, 25% reported domestic violence, this was the first time this question was asked in the City of San José.

When analyzed by gender, 5% of all women respondents and 2% of all men were currently experiencing domestic violence. Thirty-eight percent of women reported experiencing domestic violence previously, compared to 18% of men.<sup>9</sup> Among respondents who reported any experience of domestic violence, 11% reported it was the primary cause of their homelessness. Respondents in the City of San José reported lower incidents of domestic violence, both current and past, than did respondents countywide, in 2015.

**FIGURE 26.** HISTORY OF DOMESTIC VIOLENCE



2015 n:590

Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

<sup>9</sup> Overall survey response rates are high, however the percentage of respondents who refused to answer current domestic violence was 5% among men and 21% among women. Seven percent of men declined to answer lifetime violence, as did 20% of women.

## CRIMINAL JUSTICE SYSTEM

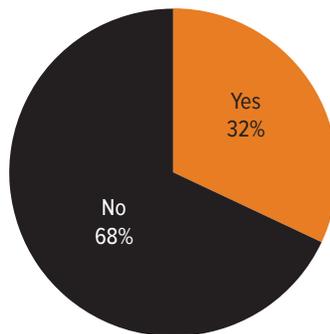
Individuals recently released from the criminal justice system often face housing challenges that may contribute to their homelessness.

### INCARCERATION

Twenty percent of respondents reported they were on probation or parole at the time of the survey, similar to 2013. Thirty-two percent of survey respondents had spent at least one night in jail or prison in the 12 months prior to the survey, similar to 2013 (30%).

The County of Santa Clara has been focusing on developing a comprehensive system to address the needs and risks of former offenders. Implemented in 2011, the County's Re-entry Program is intended to link inmates to effective in-custody and community-based programming. Sixteen percent of San José respondents reported they had used, or were using, Re-entry services at the time of this study.

FIGURE 27. SPENT A NIGHT IN JAIL OR PRISON IN THE LAST 12 MONTHS



2015 n:593

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.



# Homeless Subpopulations

*Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* outlines national objectives and evaluative measures for ending homelessness in the United States. In order to adequately address the diversity within the population experiencing homelessness, the federal government identified four subpopulations with particular challenges or needs. The following section looks at each of these populations to identify the number of people counted during the Point-in-Time count on January 27 and 28 as well as the characteristics of each population.

The following section estimates the number and characteristics of individuals included in the Point-in-Time Count and Survey who meet the definition of each subpopulation.

Of the 625 unique surveys completed in the City of San José in 2015, 229 were completed by chronically homeless individuals, 71 by homeless veterans, 33 individuals in homeless families, and 79 by unaccompanied children and transition age youth. Surveys were completed in both unsheltered environments and shelter settings.

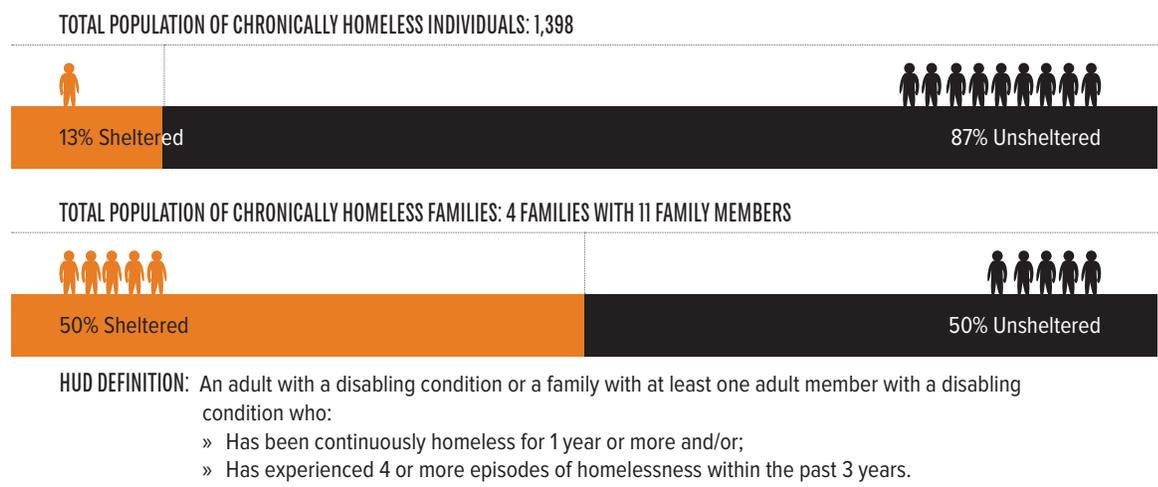
## CHRONIC HOMELESSNESS

The Department of Housing and Urban Development defines a chronically homeless individual as someone who has experienced homelessness for an extended period of time and also has a condition that prevents them from maintaining work or housing. This definition applies to individuals as well as adult household members.

The chronically homeless population represents one of the most vulnerable populations on the street, mortality rate for those experiencing chronic homelessness is four to nine times higher than the general population. Data from communities across the country have shown that public costs incurred by those experiencing extended periods of homelessness include emergency room visits, interactions with law enforcement, incarceration, and regular access to social supports and homeless services. These combined costs are often significantly higher than the cost of providing individuals with permanent housing and supportive services.

The United States Interagency Council on Homelessness (USICH) reported that roughly 15% of the national homeless population was chronically homeless in 2014 or 84,291 chronically homeless individuals.<sup>10</sup> Chronic homelessness has been on the decline in recent years, as communities across the country increase the capacity of permanent supportive programs and prioritize those with the greatest barriers to housing stability. While the decrease in national chronic homelessness seems promising, federal budget constraints have limited the amount of money available to support housing programs and services. As a result, *Opening Doors*, which began with a goal of ending chronic homelessness by 2015, has extended the plan to 2017.<sup>11</sup>

**FIGURE 28.** CHRONIC HOMELESSNESS POPULATION ESTIMATES



Source: Applied Survey Research. (2015). *San José Homeless Census & Survey*. San José, CA.

## PREVALENCE OF CHRONIC HOMELESSNESS

There are an estimated 1,409 chronically homeless individuals and persons in families in San José. As the definition of chronic homelessness excludes those in transitional housing, the chronic population is largely unhoused. Eleven of the 1,409 people identified as chronically homeless were persons living in families with children under 18 years old.

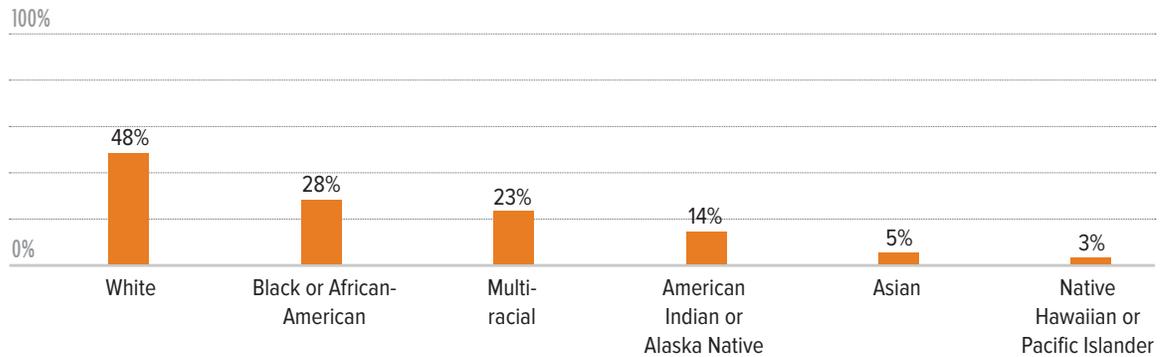
10 U.S. Interagency Council on Homelessness. (2015). Annual Update 2014. Retrieved 2015 from <http://www.usich.gov/>

11 Cavallaro, E. (2015). Ending Chronic Homelessness, Now in 2017. National Alliance to End Homelessness. Retrieved 2015 from <http://www.endhomelessness.org>

### DEMOGRAPHICS OF CHRONICALLY HOMELESSNESS INDIVIDUALS

The majority of chronically homeless individuals were male (70%), higher than the non-chronically homeless population (62%). Roughly one-third of chronically homeless respondents identified as Non-Hispanic or Latino (37%), similar to the non-chronic population. Eleven percent of chronically homeless respondents identified as veterans, similar to 12% of those who were not chronically homeless. A lower percentage of the chronic population identified as LGBTQ (10% compared to 14%), however this may be due to the age differences between the populations.

**FIGURE 29.** RACE AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS



2015 n:207

Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### PRIOR RESIDENCY AND CURRENT PERIOD OF HOMELESSNESS AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS

Eighty-four percent of chronically homeless respondents reported living in Santa Clara County at the time they most recently became homeless, similar to the non-chronic population. A higher percentage reported they had been living in a home or apartment rented by them or a partner prior to becoming homeless (47%) compared to the non-chronic population (37%). Thirty-three percent reported they were living with friends or family members.

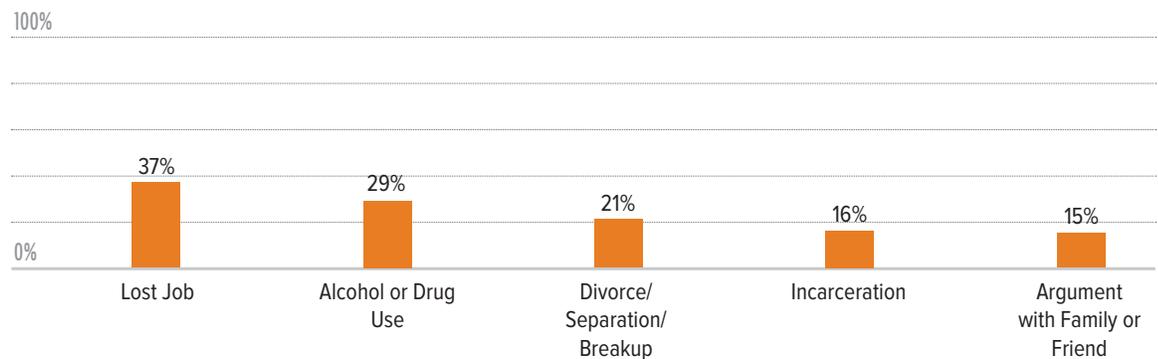
By definition chronically homeless individuals have been on the street for an extended period of time, this may include a single period of homelessness longer than one year or multiple episodes. Eighty-one percent of chronically homeless respondents reported their current episode of homelessness had been one year or longer. More than a quarter (27%) of chronically homeless respondents reported they had not experienced homelessness previously.

### PRIMARY CAUSE OF HOMELESSNESS AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS

Primary causes of homelessness among those who are chronically homeless showed the diversity within the population. By definition, those who are chronically homeless have a condition which prevents them from retaining work or housing. However, many disabling conditions can arise after one has already lost housing. When asked about the primary cause of their homelessness, the most frequent response among those experiencing chronic homelessness was job loss (37%). This was higher than non-chronic respondents (27%). Twenty-nine percent reported alcohol or substance abuse as the primary cause of their homelessness; this was in contrast to 16% of non-chronic respondents. Fewer chronically homeless respondents reported economic factors as the primary cause of their homelessness, but more reported divorce or separation (21% compared to 13%), incarceration (16% compared to 10%), mental health issues (11% compared to 4%), and illness (11% compared to 5%). Both populations included an argument with friend or family members in the top five causes.

While chronically homeless respondents reported difference in the initial cause of their homelessness compared to non-chronic respondents, they reported similar things prevented them from obtaining permanent housing. The most common responses was the lack of a job or income (73%), the inability to afford rent (67%), no money for move in costs (52%). Chronically homeless differed from non-chronic respondents in the percentage that reported transportation as a barrier; 37% compared to 24% of the non-chronic population.

**FIGURE 30.** PRIMARY CAUSE OF HOMELESSNESS (TOP FIVE RESPONSES) AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS



2015 n:226 respondents offering 396 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

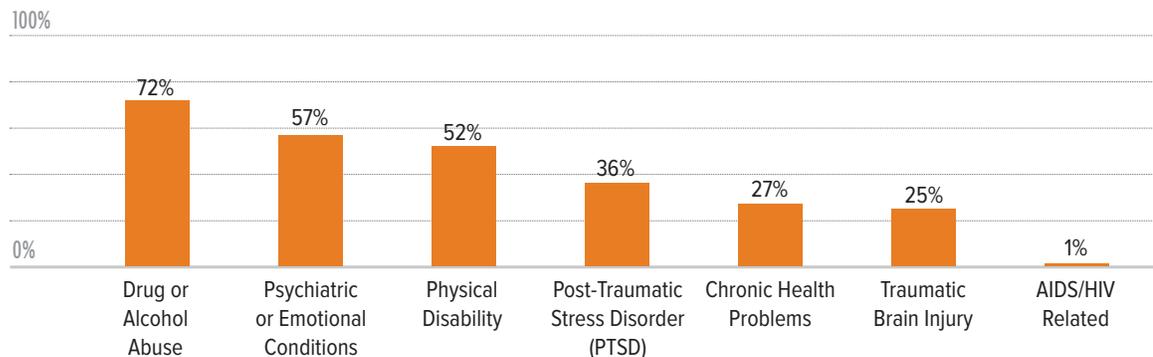
Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### HEALTH CONDITIONS AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS

While the definition of chronic homelessness requires a condition that prevents an individual from maintaining work or housing, many respondents reported experiencing multiple physical or mental health conditions. Seventy-two percent of chronically homeless respondents reported alcohol or substance abuse. Fifty-seven percent reported a psychiatric or emotional condition, 36% Post Traumatic Stress Disorder (PTSD). More than half (52%) reported a physical disability. Chronic illnesses such as Cancer, Tuberculosis, or Diabetes were cited by 27% of the non-chronic population. One in four (25%) chronically homeless respondents reported Traumatic Brain Injury (TBI) compared to 5% of non-chronic respondents.

Nearly two thirds of chronically homeless respondents reported using the Emergency Room as the primary source of health care (61%) compared to 34% of non-chronic respondents. The second most commonly reported source of care was the Valley Homeless Healthcare Program (VHHP), Homeless Clinic, or mobile van (22%) all of which are local programs targeted to those experiencing homelessness.

**FIGURE 31.** HEALTH CONDITIONS AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS



*Drug or alcohol abuse n:222; Psychiatric or emotional conditions n:219; Physical disability n:216; Post-Traumatic Stress Disorder (PTSD) n:216; Chronic health problems n:220; Traumatic Brain Injury n:210; AIDS/HIV related n:210*

*Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.*

*Note: Multiple response question. Percentages may not add up to 100 due to rounding.*

### ACCESS TO SERVICES AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS

Chronically homeless respondents most commonly reported receiving CalFresh (35%) and GA (36%). Eighteen percent of chronically homeless respondents reported they were on SSI/SSDI/Disability. Yet, nearly one-quarter of chronically homeless respondents reported they were not receiving any form of government assistance (24%). Those who were not receiving benefits reported a lack of ID (26%) and permanent address (26%) prevented them from receiving benefits.

In 2015, higher percentages of chronically homeless respondents reported accessing local services such as food, shelter and care compared to those who were not chronically homeless. More chronically homeless respondents reported accessing free meals (71% compared to 62%), mental health services (20% compared to 15%), religious based services (25% compared to 17%) and shelter day services (21% compared to 19%). Thirty-four percent reported accessing free bus passes, which was lower than the non-chronic population (38%).

## INCARCERATION AMONG THOSE EXPERIENCING CHRONIC HOMELESSNESS

Forty-one percent of chronically homeless respondents reported they had spent one or more nights in jail or prison in the 12 months prior to the survey, compared to 26% of non-chronic respondents. Twenty-four percent of chronically homeless respondents were on probation or parole at the time of the survey.

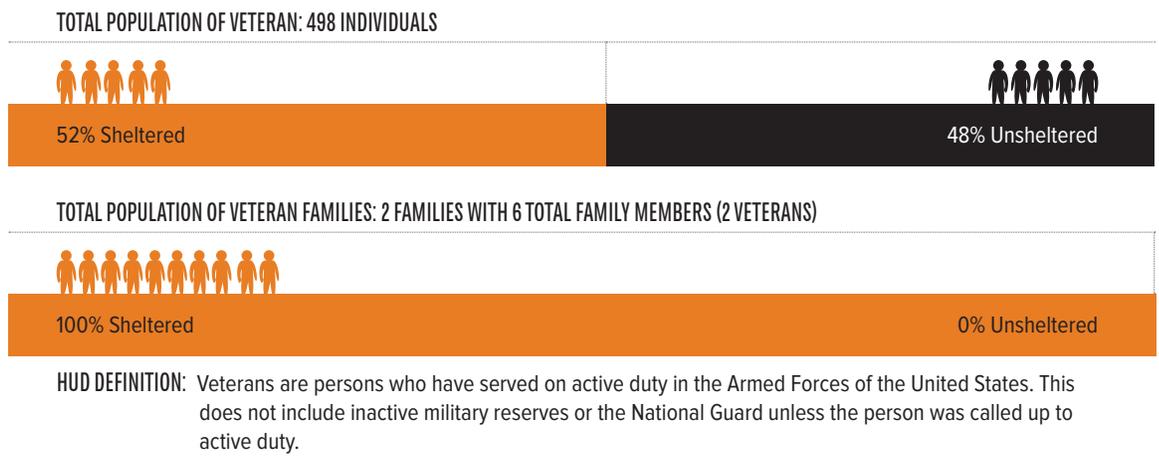
## HOMELESS VETERAN STATUS

Many U.S. veterans experience conditions that place them at increased risk for homelessness. Veterans have higher rates of Post-traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), sexual assault and substance abuse. Veterans experiencing homelessness are more likely to live on the street than in shelters and often remain on the street for extended periods of time.

The U.S. Department of Veterans Affairs (VA) provides a broad range of benefits and services to veterans of the U.S. Armed Forces. These benefits can include different forms of financial assistance, including monthly cash payments to disabled veterans, health care, education, and housing benefits. In addition to these supports, the VA and HUD have partnered to provide additional housing and support services to veterans currently experiencing homelessness or in danger of becoming homeless.

Between 2009 -2014, there has been a 33 percent decrease in the number of homeless veterans. According to data collected during the 2014 Point-in-Time Count, 49,933 veterans experienced homelessness on a single night in January 2014.<sup>12</sup>

**FIGURE 32.** HOMELESS VETERAN POPULATION ESTIMATES



Source: Applied Survey Research. (2015). *San José Homeless Census & Survey*. San José, CA.

<sup>12</sup>Department of Housing and Urban Development. (2015). Annual Assessment Report to Congress. Retrieved 2015 from <https://www.hudexchange.info/resources/documents/2014-AHAR-Part1.pdf>

### NUMBER OF HOMELESS VETERANS

It is estimated that veterans comprise less than 5% of the adult population of San José.<sup>13</sup> Yet it is estimated that veterans represent 12% of those experiencing homelessness in the city. While national data show veterans have been more likely to be unsheltered, less than half of the city's homeless veteran population was unsheltered in 2015.

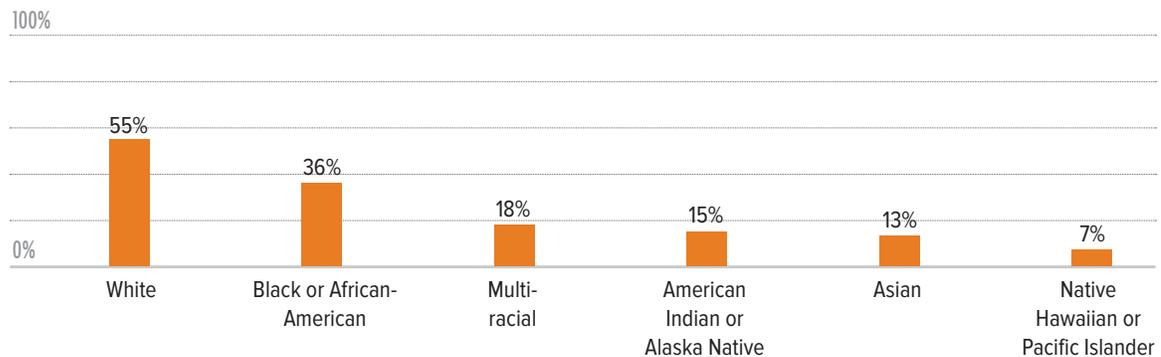
### DEMOGRAPHICS OF HOMELESS VETERANS

Sixteen percent of homeless veteran survey respondents were female. Twenty percent of veteran respondents identified as Hispanic or Latino. Fifty-five percent of veteran respondents reported their racial identity as White/Caucasian, and 36% as Black/African-American.

Seventy-five percent of homeless veterans were living in Santa Clara County at the time they most recently became homeless, lower than the non-veteran population (85%).

The greatest percentage of veterans reported they were living in a home owned or rented by themselves or a partner (46%), more than the non-veteran population (40%). Veterans more often reported they were in jail or prison just prior to becoming homeless, 7% compared to 6% of non-veterans. Four percent reported they were in a hospital or treatment facility, compared to 2% of non-veterans.<sup>14</sup>

**FIGURE 33. RACE AMONG HOMELESS VETERANS**



2015 n:62

Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

<sup>13</sup>U.S. Census Bureau. (2014). Table S2101: Veterans Status. 2009-2013 American Community Survey 5-Year Estimates. Retrieved 2015 from [factfinder.census.gov](http://factfinder.census.gov)

<sup>14</sup>Nearly 15% of veteran respondents reported they were living in a situation different from those offered as responses on the survey. Respondents had the opportunity to write in what these may have included but did not. Future studies may include the option of active military service, in an effort to assess whether or not veterans are experiencing homelessness immediately after discharge from the armed forces.

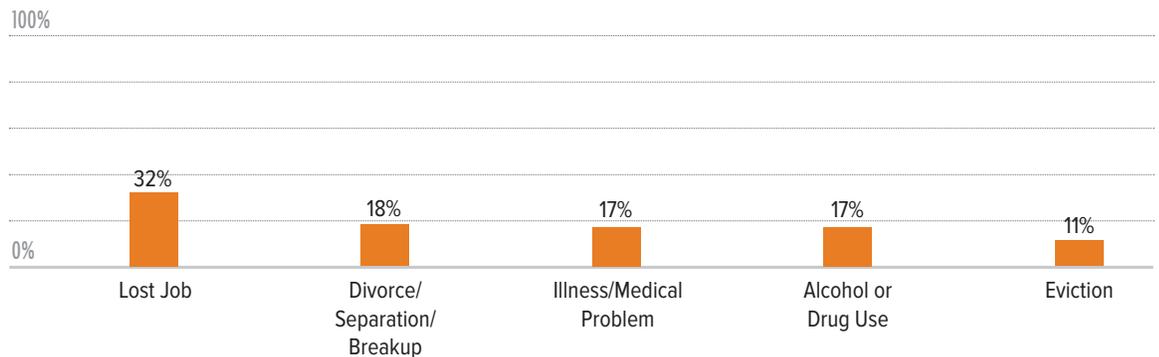
### LENGTH OF HOMELESSNESS AMONG HOMELESS VETERANS

Fewer veteran respondents reported they were experiencing homelessness for the first time, 27% compared to 32% of the non-veteran population. When asked about the length of their current episode of homelessness, 1% of veterans reported they had been on the street for a week or less, yet 62% reported they had been on the street for a year or more. A high percentage of veterans reported they were homeless for between 4-6 months, corresponding to late fall of 2014 (22%).

### PRIMARY CAUSE OF HOMELESSNESS AMONG HOMELESS VETERANS

The most frequently cited cause of homelessness among veterans was job loss (32%), similar to the non-veteran population (30%). Drug or alcohol was the second most cited cause of homelessness among the total population of respondents but this was lower among veterans, 17% compared to 21% of non-veterans. Eighteen percent reported a divorce or separation was the primary cause of their homelessness, compared to 16% of non-veterans. Sixteen percent reported a medical condition as the primary cause and 11% reported mental health issues were the primary cause of their homelessness, higher than non-veterans were 6% reported each condition.

**FIGURE 34.** PRIMARY CAUSE OF HOMELESSNESS (TOP FIVE RESPONSES) AMONG HOMELESS VETERANS



2015 n:71 respondents offering 102 responses

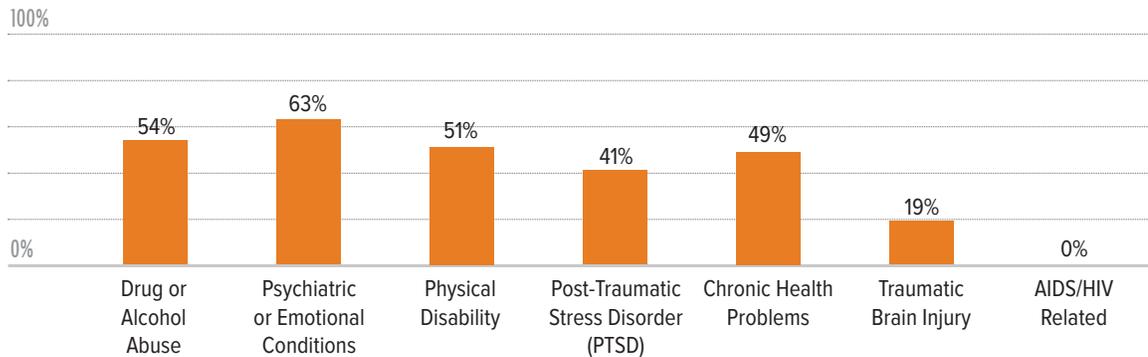
Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### HEALTH CONDITIONS AMONG HOMELESS VETERANS

A higher percentage of veteran respondents reported having one or more disabling conditions, 63% compared to 51% of non-veterans. Half of veterans reported a physical disability (51%). Fifty-nine percent of veterans reported chronic health problems compared to 15% of non-veterans. Forty-one percent of veterans reported having PTSD, 63% reported a psychiatric or emotional condition. Both were nearly double that of non-veteran respondents who reported 20% PTSD and 34% a psychiatric or emotional condition. Veterans also reported slightly higher substance abuse (54% compared to 43%).

**FIGURE 35. HEALTH CONDITIONS AMONG HOMELESS VETERANS**



*Drug or alcohol abuse n:65; Psychiatric or emotional conditions n:65; Physical disability n:63; Post-Traumatic Stress Disorder (PTSD) n:63; Chronic health problems n:69; Traumatic Brain Injury n:63; AIDS/HIV related n:63*

*Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.*

*Note: Multiple response question. Percentages may not add up to 100 due to rounding.*

### CHRONIC HOMELESSNESS AMONG HOMELESS VETERANS

Based on Point-in-Time Count data, it is estimated that 246 veterans are chronically homeless in the City of San José. This represents 49% of the veteran population. No veterans living in families were identified as chronically homeless at the time of the study.

### ACCESS TO SERVICES AMONG HOMELESS VETERANS

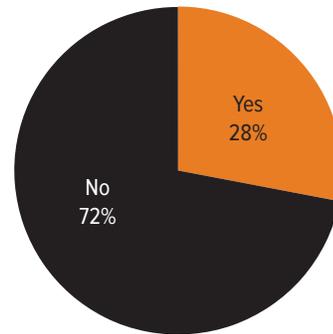
Overall, the number of veterans connected to any form of government assistance was higher than the non-veteran population 82%, compared to 72%. The percentage of veterans receiving many mainstream or civilian benefits was lower than non-veterans, however many veterans were receiving Social Security income or connected to VA benefits. Twenty-five percent of veterans reported receiving VA disability benefits, 10% reported some other form of VA benefits and 50% of veterans reported using the VA as their primary source of medical care.

Veterans were more connected to many local services than non-veterans. Twenty-eight percent were accessing mental health services, compared to 15% of non-veterans. Twenty-two percent of veterans were connected to drug and alcohol counseling, compared to 13% of non-veterans.

### INCARCERATION AMONG HOMELESS VETERANS

Fewer veteran survey respondents reported they had spent one or more nights in jail or prison than non-veterans, 28% compared 33%. The percentage who reported being on probation or parole was comparable to non-veterans (19% and 20% respectively).

**FIGURE 36.** A NIGHT SPENT IN JAIL OR PRISON IN THE LAST 12 MONTHS AMONG HOMELESS VETERANS



2015 n:68

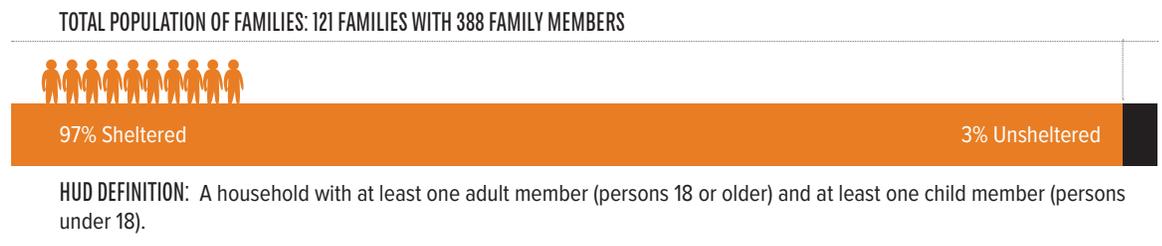
Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

### HOMELESS FAMILIES WITH CHILDREN

National data from 2014 suggest that 37 percent of all people experiencing homelessness are persons in families. Very few families experiencing homelessness are unsheltered. Public shelters serve 90% of homeless families in the United States, a significantly higher proportion of the population compared to other subpopulations, including unaccompanied youth. Data on homeless families suggest that they are not much different from families in poverty.

The risk of homelessness is highest among households headed by single women and families with children under the age of 6.<sup>15</sup> Children in families experiencing homelessness have increased incidence of illness and are more likely to have emotional and behavioral problems than children with consistent living accommodations.<sup>16</sup>

**FIGURE 37.** HOMELESS FAMILIES WITH CHILDREN POPULATION ESTIMATES



Source: Applied Survey Research. (2015). *San José Homeless Census & Survey*. San José, CA.

15 U. S. Department of Health and Human Services. (2007). *Characteristics and Dynamics of Homeless Families with Children*. Retrieved 2013 from <http://aspe.hhs.gov/>

16 U.S. Interagency Council on Homelessness. (2013). *Opening Doors*. Retrieved 2013 from <http://www.usich.gov/>

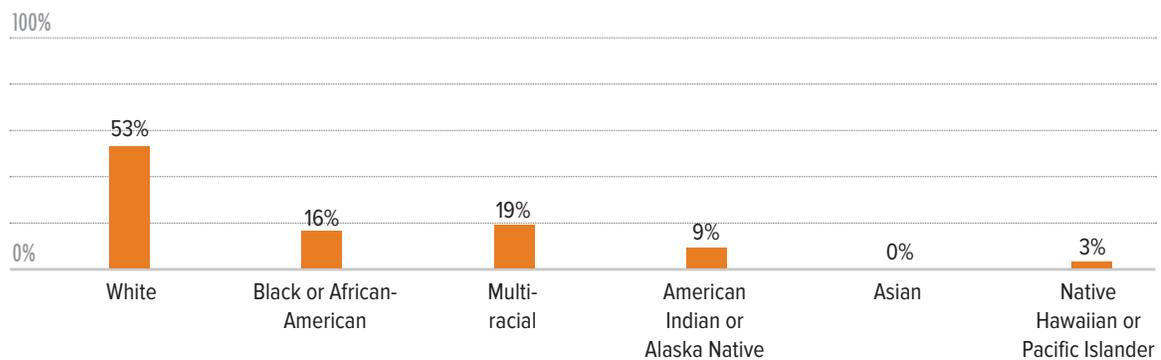
### NUMBER OF HOMELESS FAMILIES WITH CHILDREN

Data from San José showed a slight decrease in the number of homeless individuals in families counted in the Point-in-Time Count. There were 388 persons in families identified during the 2015 count, down from 417 in 2013. 97% percent of families identified during the count were staying in county shelters or transitional housing programs.

### DEMOGRAPHICS OF HOMELESS FAMILIES WITH CHILDREN

In total, 33 heads of households with children under the age of 18 participated in the 2015 San José Survey.<sup>17</sup> Eighty-five percent of survey respondents in families were female, much higher than survey respondents not in families (31% female). Forty-two percent of those surveyed identified as Hispanic or Latino, slightly higher than the non-family heads of household (36%).

**FIGURE 38.** RACE AMONG HOMELESS FAMILIES WITH CHILDREN



2015 n:32

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### LENGTH OF HOMELESSNESS AMONG FAMILIES WITH CHILDREN

Thirty-six percent of survey respondents in families reported they were experiencing homelessness for the first time, compared to 32% of non-family respondents. Forty percent of family respondents had been without housing for 6 months or less, compared to 26% of non-family respondents. Forty-six percent reported they were living with a friend or family member prior to becoming homeless, 42% had lived in a house or apartment owned by them or a partner.

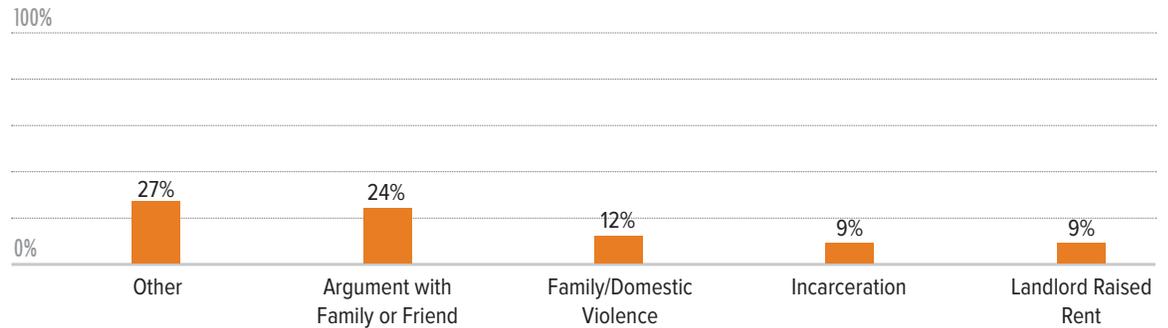
<sup>17</sup> Due to the small number of surveys completed by families in San José, the following data have a high margin of error.

While the margin of error is high, responses were similar to the total Santa Clara County 2015 survey responses by family householders a total sample of 112 heads of households of families with children under the age of 18.

### PRIMARY CAUSE OF HOMELESSNESS AMONG FAMILIES WITH CHILDREN

One quarter (24%) of family survey respondents reported an argument with a friend or family member that asked them to leave was the primary cause of their homelessness. Twelve percent reported domestic violence, compared to 5% of the non-family population. Very few family survey respondents reported job loss as the primary cause of their homelessness (3%) while it was the most common cause cited by non-family respondents.

**FIGURE 39.** PRIMARY CAUSE OF HOMELESSNESS (TOP FIVE RESPONSES) AMONG HOMELESS FAMILIES WITH CHILDREN



2015 n:33 respondents offering 35 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### GOVERNMENT ASSISTANCE AMONG HOMELESS FAMILIES WITH CHILDREN

In addition to most families receiving shelter or transitional housing services, families were well connected to services. Most (80%) of respondents in families reported receiving CalFresh/Food Stamps, more than half were on MediCal/Medicare (53%) and 40% received CalWorks/TANF.

## UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

There are limited data available on homelessness among unaccompanied children and youth nationally and locally. Current federal estimates suggest there are 45,205 children and youth on the streets and in public shelters.<sup>18</sup> Homeless youth have a harder time accessing services, including shelter, medical care, and employment.<sup>19</sup>

In 2012, the U.S. Interagency Council on Homelessness amended the federal strategic plan to end homelessness to include specific strategies and support to address the needs of unaccompanied homeless children and transition age youth. As part of this effort, the Department of Housing and Urban Development placed increased interest on gathering data on unaccompanied homeless children and youth during Point-in-Time counts.

The City of San José and Santa Clara County have conducted dedicated youth counts since 2009 and youth survey outreach since 2011. It is the goal of this work to improve data on unaccompanied children and youth in the county and to share these insights with other communities.

**FIGURE 40.** UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH POPULATION ESTIMATES



Source: Applied Survey Research. (2015). *San José Homeless Census & Survey*. San José, CA.

<sup>18</sup> Department of Housing and Urban Development. (2015). Annual Assessment Report to Congress. Retrieved 2015 from <https://www.hudexchange.info/resources/documents/2014-AHAR-Part1.pdf>

<sup>19</sup> National Coalition for the Homeless. (2011). Homeless Youth Fact Sheet. Retrieved 2011 from <http://www.nationalhomeless.org>.

### PREVALENCE OF UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

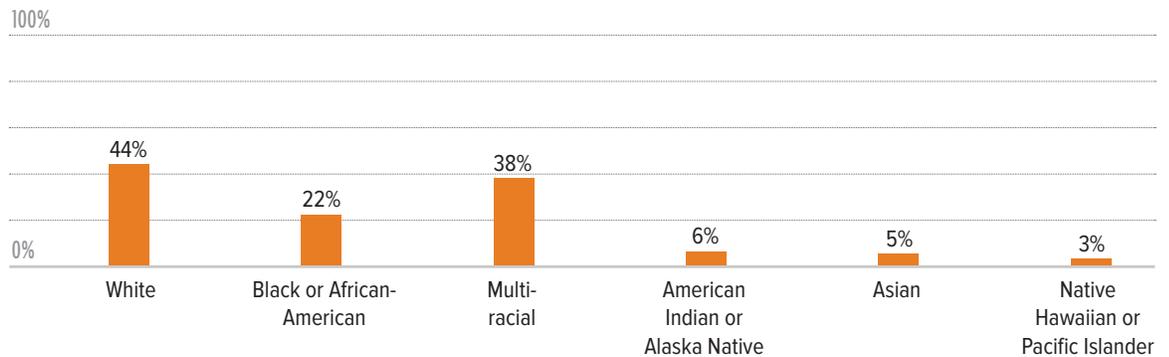
The number of unaccompanied children and youth identified in the 2015 Point-in-Time count decreased. In 2015, 502 unaccompanied transition age youth and 32 unaccompanied children included in the count. An additional 21 transitional age youth with children of their own were included in the 2015 count. The majority of youth outreached during the 2015 Point-in-Time Count were residing in San José at the time of the study. In total 97 youth under the age of 25 years old participated in the survey.

### DEMOGRAPHICS OF UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

While more than half of those under age 25 included in the PIT Count were female, 58% of youth who participated in the survey were male. Less than 3% of youth identified as transgender, higher than the older population of respondents (1%). Nineteen percent of youth respondents identified as LGBTQ, compared to 12% of older respondents. Forty-one percent of youth identified as Hispanic/Latino. Nineteen percent of female youth respondents in San José reported they were pregnant at the time of the 2015 homeless survey.

A slightly lower percentage of youth reported living in Santa Clara County at the time they most recently became homeless, compared to older respondents (78% and 84% respectively). Eighteen percent were from another county in California, while 4% were from out of state.

**FIGURE 41.** RACE AMONG UNACCOMPANIED CHILDREN AND TRANSITION-AGE YOUTH



2015 n:63

Source: Applied Survey Research. (2015). *San José Homeless Survey*. San José, CA.

Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### INSTITUTIONAL INVOLVEMENT AMONG UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

Forty-three percent of youth survey respondents reported they had been in the foster care system, 20% reported they were in foster care immediately prior to experiencing homelessness. Yet, only 5% of youth felt aging out of foster care was the primary cause of their homelessness.

Twenty-nine percent of youth reported they had spent at least one night in jail or prison in the year prior to the study, similar to respondents over the age of 25 (32%). Seventeen percent were on probation or parole at the time of the survey and 13% reported their criminal record was preventing them from obtaining work or housing.

**FIGURE 42.** HISTORY OF FOSTER CARE AMONG UNACCOMPANIED CHILDREN AND TRANSITION-AGE-YOUTH



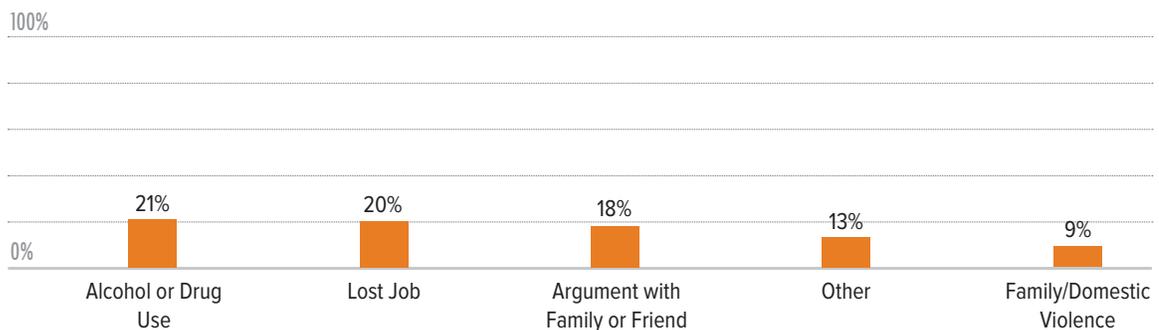
2015 n:75

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

### PRIMARY CAUSE OF HOMELESSNESS AMONG UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

The most frequently reported cause of homelessness among youth was drug or alcohol use (21%). This was followed by job loss (19%), and an argument with a friend or family member who asked them to leave (18%). Nine percent of youth reported domestic violence or abuse was the primary cause of their homelessness, this was compared to 5% among those 25 years or older.

**FIGURE 43.** PRIMARY CAUSE OF HOMELESSNESS (TOP FIVE RESPONSES) AMONG UNACCOMPANIED CHILDREN AND TRANSITION-AGE YOUTH



2015 n:77 respondents offering 95 responses

Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.

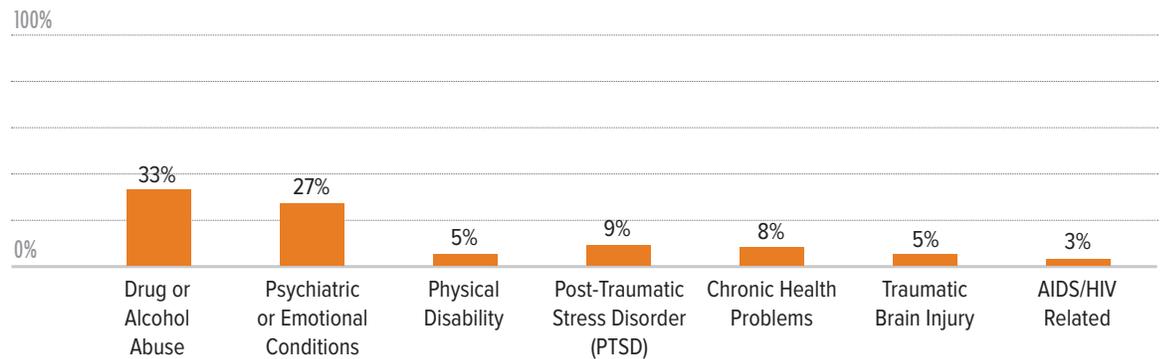
Note: Multiple response question. Percentages may not add up to 100 due to rounding.

### HEALTH CONDITIONS AMONG UNACCOMPANIED HOMELESS CHILDREN AND TRANSITION-AGE YOUTH

Though better than the general homeless population, health is still an issue for homeless youth. One quarter of youth reported at least one disabling physical or mental health condition. One third reported drug or alcohol abuse. Twenty-seven percent reported psychiatric or emotional conditions. Overall 33% of youth reported they were currently or had experienced some form of domestic violence or abuse.

Nine percent of youth reported they were receiving disability benefits. Fourteen percent reported they were covered by Medi-cal. Twenty-nine percent of respondents reported using the emergency room (ER) as their usual place of medical care. Twenty-one percent reported they had spent a night in a hospital for a mental health condition in the 12 months preceding the survey.

**FIGURE 44.** HEALTH CONDITIONS AMONG UNACCOMPANIED CHILDREN AND TRANSITION-AGE YOUTH



*Drug or alcohol abuse n:78; Psychiatric or emotional conditions n:78; Physical disability n:76; Post-Traumatic Stress Disorder (PTSD) n:77; Chronic health problems n:77; Traumatic Brain Injury n:77; AIDS/HIV related n:76*

*Source: Applied Survey Research. (2015). San José Homeless Survey. San José, CA.*



# Conclusion

The 2015 City of San José Homeless Point-in-Time Census and Survey was a community-wide effort with two distinct phases:

- 1) A Point-in-Time count of homeless individuals on January 27 and 28, 2015: San Jose's 2015 Point-in-Time Count identified 4,063 homeless persons. 31% of counted individuals were staying in emergency shelters or transitional housing programs and 69% were living on the streets or in vehicles, encampments, or other places not fit for human habitation.
- 2) A Survey of 626 individuals conducted by trained homeless individuals between February 1 and March 16, 2015: Findings from the survey provide key information about the people experiencing homelessness in San José. The 2015 census and survey found that among those who are homeless:
  - » 35% were chronically homeless (1,398 individuals and 11 people in 4 families in the Point-in-Time count).
  - » 14% were adults and children living in families (388 individuals in 121 families).
  - » 14% were unaccompanied children and transition-age-youth (32 unaccompanied children, 503 unaccompanied transition-age-youth, and 21 youth led families with 51 children under age 18).
  - » 19% were residing in encampment areas of the city (778 people).
  - » 12% were veterans (498 individuals and 2 veterans in families).

Overall, there was a 15% decrease in the homeless population of San José between 2013 and 2015 (705 people). The number of people counted in San José encampments decreased from 1,230 in 2013 to 778 in 2015. While the San José shelter count increased by 145 people between 2013 and 2015, a 13% increase, 2,810 people remained unsheltered. The need for housing and services remains high. Across San José and the County of Santa Clara a whole, a diverse group of public and private partners are working together to address these needs through the

implementation of the Community Plan to End Homelessness in Santa Clara County 2015-2020. This plan defines a communitywide road map toward ending homelessness by disrupting systems, building housing, and serving people through client-centered strategies targeting resources to the specific individual or household. It is hoped that data in this report will support these efforts and provide a basis for continued program and community improvement.



# Appendix 1: Methodology

## OVERVIEW

The purpose of the 2015 Santa Clara County Homeless Census and Survey was to produce a Point-in-Time (PIT) estimate of the number of people in Santa Clara County who experience homelessness. The results of the street count were combined with the results from the shelter count to produce the total number of homeless people in Santa Clara County at one point in time. A more detailed description of the methodology used for the homeless census and survey follows.

## COMPONENTS OF THE SAN JOSÉ HOMELESS CENSUS METHOD

The census methodology had two components:

- The street count: an enumeration of unsheltered homeless individuals
- The shelter and institution count: an enumeration of sheltered homeless individuals

## STREET COUNT METHODOLOGY

### DEFINITION

For the purposes of this study, the HUD definition of unsheltered homeless persons was used:

- Individuals and families An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

## RESEARCH DESIGN

Santa Clara County covers approximately 1,291 square miles.<sup>20</sup> The logistics for conducting a PIT street count of homeless people in a county this large and densely populated required the enumeration to take place over a two-day period. The unsheltered and sheltered homeless counts were coordinated to occur within the same time period in order to minimize potential duplicate counting of homeless persons.

## VOLUNTEER AND WORKER RECRUITMENT

An enumeration effort of this magnitude can only be successful with the assistance of those who possess an intimate knowledge of the activities and locations of homeless people. Therefore, the recruitment and training of homeless persons to work as enumerators was an essential part of the street count methodology. Previous research has shown that homeless people, teamed with staff members from homeless service agencies, can be part of a productive and reliable work force.

To work on the street count, prospective enumerators were required to attend a 1-hour information and training session. Training sessions were held at multiple locations throughout Santa Clara County during the week prior to the street count. These sessions were attended primarily by homeless persons, staff from homeless service agencies, and staff from the County of Santa Clara, the City of San José, and the City of Palo Alto.

Homeless persons who completed the required training session were paid \$10 on the morning they reported to work for the street count. Homeless workers were also paid \$10 per hour for their work on the count, and were reimbursed for any expenses (mainly transportation costs) they incurred during the hours they worked.

## STREET COUNT TEAMS

On the mornings of the census, two or more person teams were created to enumerate designated areas of the county for the street count. A team was ideally composed of one volunteer and one homeless person who had attended a training and information session. Street count teams were provided with census tract maps of their assigned areas, census tally sheets, a review of the census training documents and techniques, and other supplies. Prior to deployment, volunteers and workers were provided with a reminder of how to enumerate thoroughly without disturbing homeless people or anyone else encountered during the street census. Over the two-day census period, 339 census tracts in Santa Clara County were enumerated. Two census tracts were not enumerated as they span the ridgeline on the edge of the County; these are high road mileage tracts that have yielded no counts in prior years.

## SAFETY PRECAUTIONS

Every effort was made to minimize potentially hazardous situations. Precautions were taken to prepare a safe environment in all deployment centers. Law enforcement districts were notified of pending street count activity in their jurisdictions. No official reports were received in regards to unsafe or at-risk situations occurring during the street census in any area of the county.

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20 U.S. Census Bureau. (2009). State and County Quick Facts.

### **STREET COUNT DEPLOYMENT**

Since it was necessary to conduct the enumeration over a period of two days, January 27th and 28th 2015, Santa Clara County was divided into two areas: the area to the east of Highway 17 and Interstate 880 and the area to the west of these freeways. On January 27, the cities of Gilroy and Morgan Hill, portions of the cities of Campbell, Los Gatos, Milpitas, San José, and the unincorporated areas in the eastern and southwestern parts of the county were enumerated. The following morning, January 28, remaining portions of the cities of Campbell, Milpitas, Los Gatos, and San José; the cities of Cupertino, Monte Sereno, Mountain View, Los Altos, Los Altos Hills, Palo Alto, Saratoga, Sunnyvale, Santa Clara, and the unincorporated areas in the northwestern part of the county were enumerated.

The two-day enumeration effort was conducted between the hours of 6:30 AM and 11:00 AM. This early morning enumeration strategy was selected in order to avoid duplicate counting of sheltered homeless persons and to increase the visibility of the street homeless.

All accessible streets, roads, and highways in the enumerated tracts were traveled by foot, bike, or car. Homeless enumerators were also instructed to include themselves on their tally sheets for the street count, if they were not going to be counted by a shelter or institutional census.

Upon their return, teams turned in their census tally forms and were debriefed by the deployment captains. Observational comments and the integrity of the enumeration effort were reviewed and assessed. This review was primarily done to check for double-counting and to verify that every accessible road within the assigned area was enumerated.

No direct contact with enumerated homeless people was made during the census enumeration.

### **TARGETED STREET OUTREACH -YOUTH**

Unaccompanied youth tend to be difficult to enumerate in the morning census, since they do not usually congregate with the adult homeless population. For this reason, special youth enumeration teams consisting of homeless youth and formerly homeless youth were formed to conduct the targeted count. Youth enumerators were deployed from the Bill Wilson Drop-In Center and were given a general geographical area in Santa Clara County to count rather than specific census tract maps. These teams counted between 3:00 PM and 8:00 PM when homeless youth are most likely to be visible on the streets and were assigned to specific areas to minimize duplication. They enumerated unaccompanied homeless children under age 18 and youth 18 to 24 years old.

In 2015, a female youth from South County participated in the youth count. She provided insight into the whereabouts of unaccompanied youth in Gilroy, San Martin and Morgan Hill. She also conducted the count in the mid-afternoon.

### TARGETED STREET OUTREACH –ENCAMPMENTS

The City of San José and Santa Clara County have explored numerous service and outreach initiatives related to the burgeoning growth of encampments in urban locations near waterways, public works, and other general urban open space areas. The City of San José, in particular, funds a homeless outreach and engagement program with Outreach Worker staff dedicated to linking encamped homeless to services and housing. These teams frequent encampments and build relationships that encourage participation in local homeless service initiatives, whether it is housing or other supportive services.

Active encampment areas in the City of San José were identified prior to the census count and special teams of Outreach Workers, familiar with these areas, were organized to count those residing in these larger encampments on the dates of the count. Targeted encampment areas were identified on general street count maps and Outreach Workers, rather than the census street teams counted homeless persons residing in encampments. The result was the most comprehensive profile of the homeless encampments in San José.

While this effort was similar to the methods employed in 2013, the nature of encampment areas in Santa Clara County has changed. A place-based rapid rehousing program and outreach strategies, coupled with waterway abatement efforts led to a shift in encampment populations. This altered the encampment count strategies employed in 2015 and resulted in many encampment areas being enumerated by volunteer and guide teams, rather than outreach workers.

### TARGETED STREET OUTREACH –VEHICLES

Identifying individuals residing in vehicles is difficult during the morning hours of the census count. By the time the sun rises, those residing in vehicles have often moved on to more remote locations or have found places where they blend in. North Santa Clara County recognized the need for targeted outreach and provided a dedicated outreach worker to enumerate vehicles prior to sunrise.

## SHELTER COUNT METHODOLOGY

### GOAL

The goal of the shelter count was to gain an accurate count of the number of homeless persons who were being temporarily housed in shelters across Santa Clara County.

### DATA COLLECTION

In 2015 shelter data were collected using the Homeless Management Information System (HMIS), which records data on each individual accessing a program on a given night. Data were collected for the evening of January 27, 2015.

Shelter facilities reported their occupancies for the night of the count between census days through the Homeless Management Information System (HMIS). Community Technology Alliance (CTA), the administrators of the local HMIS system, then reported shelter data to ASR.

All shelters included in the count were listed on the Housing Inventory Count reported to HUD, including shelters providing services to those experiencing domestic violence. While programs serving victims of domestic violence are not required to report data in HMIS, these programs reported their data on the night of the count. Participating agencies included:

- Emergency Shelters
- Transitional Housing Facilities
- Safe Havens

Shelter facilities reported their occupancies for the night of the count between census days through the Homeless Management Information System (HMIS). Community Technology Alliance (CTA), the administrators of the local HMIS system, then reported shelter data to ASR.

## HOMELESS CENSUS CHALLENGES AND ASSUMPTIONS

### CHALLENGES

There are many challenges in any homeless enumeration, especially when implemented in a community as diverse and large as Santa Clara County. While homeless populations are usually concentrated around city emergency shelters and homeless service facilities, homeless individuals and families can also be found in suburbs, commercial districts, and outlying county areas that are not easily accessed by enumerators. Homeless populations include many difficult-to-count subsets such as:

- Chronically homeless persons who may or may not access social, health, or shelter services;
- Persons living in vehicles who relocate every few days;
- Persons who have children and therefore stay “under the radar” for fear of Child Protective Services;
- Homeless youth, who tend to keep themselves less visible than homeless adults;
- Homeless people who live in isolated rural areas; and
- Homeless people who sleep in unfit structures

### CENSUS UNDERCOUNT

For a variety of reasons, homeless persons generally do not want to be seen, and make concerted efforts to avoid detection. Regardless of how successful the outreach effort is, an undercount of the homeless population will result, especially of hard-to-reach subpopulations such as unaccompanied youth and families.

In a non-intrusive visual homeless enumeration, the methods employed, while academically sound, have inherent biases and shortcomings. Even with the assistance of dedicated homeless service providers and currently or previously homeless census enumerators, the methodology cannot guarantee 100% accuracy.

By counting the minimum number of homeless persons on the streets at a given Point-in-Time, the homeless census methodology is conservative and therefore most likely results in an undercount of homeless persons with immigration issues, the working homeless, families, and street youth. This conservative approach is necessary to preserve the integrity of the data collected. Even though the census is most likely to be an undercount of the homeless population, the methodology employed, coupled with the homeless survey, is the most comprehensive approach available and does provide valuable data for local and federal service agencies.

### EFFORTS TO INCLUDE SCHOOL DISTRICT DATA

The Santa Clara County Office of Education (SCCOE) gathers data on the number of children receiving services through their homeless assistance programs. However, this data employs a broader definition of homelessness in its recordkeeping.

In 2013 and 2015, efforts were made by the Santa Clara County Office of Education (SCCOE) to confirm the total number of children, and family members, meeting the Point-in-Time definition of homelessness on January 27th and 28th. These efforts continue to be a challenge and participation by many of the identified districts was limited.

## SURVEY METHODOLOGY

### PLANNING AND IMPLEMENTATION

The survey of 952 homeless persons was conducted in order to yield qualitative data about the homeless community in Santa Clara County, 626 surveys were completed in the City of San José. The survey elicited information such as gender, family status, military service, length and recurrence of homelessness, usual nighttime accommodations, causes of homelessness, and access to services through open-ended, closed-ended, and multiple response questions. The survey data bring greater perspective to current issues of homelessness and to the provision and delivery of services. The survey findings also provide a measure of the changes in the composition of the homeless population since 2013.

In addition to the general survey, youth under the age of 25 were given additional questions, which asked specifically about their experience as homeless children and youth. Due to changes in the survey methods less than 50 youth completed these additional questions. Due to the sample size, these questions have limited use. However, the first two pages of the survey were completed by more than 75 youth under 25, providing insight into their lives on the street and in county shelters. Surveys were conducted by homeless youth in order to maintain the peer-to-peer protocol. The overall protocol for youth surveys was similar to the general survey however the majority of surveys were completed on mobile phones rather than paper.

Homeless individuals and service providers conducted surveys trained. Training sessions led potential interviewers through a comprehensive orientation that included project background information and detailed instruction on respondent eligibility, interviewing protocol, and confidentiality. Because of confidentiality and privacy issues, service providers typically conducted the surveys administered within shelters. Homeless workers were compensated at a rate of \$5 per completed survey.

It was determined that survey data would be more easily collected if an incentive gift was offered to respondents in appreciation for their time and participation. Socks were selected as an incentive to participate in the survey. These socks were easy to obtain and distribute, were thought to have wide appeal, and could be provided within the project budget.

### SURVEY SAMPLING

In order to select a random sample of respondents, survey workers were trained to employ a randomized “every third encounter” survey approach. Survey workers were instructed to approach the third person they encountered whom they considered to be an eligible survey respondent.<sup>21</sup> If the person declined to take the survey, the survey worker could approach the next eligible person they encountered. After completing a survey, the randomized approach was resumed. It is important to recognize that while efforts are made to randomize the respondents, it is not a random sample methodology.

Strategic attempts were made to reach individuals in various geographic locations and of various subset groups such as homeless youth, minority ethnic groups, military veterans, domestic violence victims, and families, including recruiting survey workers from these subset groups.

Trained peer interviewers administered surveys to homeless individuals on the “street.” Surveys were also administered in shelters and transitional housing programs. In order to assure the representation of transitional housing residents, who can be underrepresented in a street-based survey, survey quotas were created to reach individuals and heads of family households living in these programs.

<sup>21</sup> The survey method of systematically interviewing every nth person encountered in a location is recommended by HUD in their publication, *A Guide to Counting Unsheltered Homeless People*, Second Revision, January 2008, p. 37

## DATA COLLECTION

Care was taken by interviewers to ensure that respondents felt comfortable regardless of the street or shelter location where the survey occurred. During the interviews, respondents were encouraged to be candid in their responses and were informed that these responses would be framed as general findings, would be kept confidential, and would not be traceable to any one individual.

Overall, the interviewers experienced excellent cooperation from respondents. This was likely influenced by the fact that nearly all of the street interviewers were homeless workers who had previously been, or were currently, fellow members of the homeless community. Another reason for interview cooperation may have been the incentive gift, which was given to respondents upon the completion of the interview.

## DATA ANALYSIS

### SURVEY ADMINISTRATION DETAILS

To avoid potential duplication of respondents, the survey requested respondents' initials and date of birth, so that duplication could be avoided without compromising the respondents' anonymity. Upon completion of the survey effort, an extensive verification process was conducted to eliminate duplicates. This process examined respondents' date of birth, initials, gender, ethnicity, and length of homelessness, and consistencies in patterns of responses to other questions on the survey. This left 625 valid surveys for analysis. Due to the sensitive nature of the survey, respondents were not required to answer every survey question and respondents were asked to skip questions that were not applicable. For this reason, the number of respondents for each survey question may not total 625.

### SURVEY CHALLENGES AND LIMITATIONS

The 2015 Santa Clara County Homeless Survey, as conducted in the City of San José, did not include an equal representation of all homeless experiences. However, as mentioned previously, based on a Point-in-Time estimate of 4,063 homeless persons, the 625 valid surveys represent a confidence interval of +/- 4% with a 95% confidence level when generalizing the results of the survey to the estimated homeless population in the City of San José.

There may be some variance in the data that the homeless individuals would have self-reported. In self-reporting survey research, there is always some room for misrepresentation. However, using a peer interviewing methodology is believed to allow the respondents to be more candid with their answers and may help reduce the uneasiness of revealing personal information. Further, service providers and county staff members recommended individuals who would be the best to conduct interviews and they received comprehensive training about how to conduct interviews. The service providers and city staff also reviewed the surveys to ensure quality responses. Surveys that were considered incomplete or containing false responses were not accepted.



# Appendix 2: Definitions & Abbreviations



- **Chronic homelessness** is defined by the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, and the U.S. Department of Veterans Affairs as “an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years.”
- **Disabling condition**, for the purposes of this study, is defined as a physical disability, mental illness, depression, alcohol or drug abuse, chronic health problems, HIV/AIDS, Post-traumatic Stress Disorder (PTSD), or a developmental disability.
- **Emergency shelter** is the provision of a safe alternative to the streets, either in a shelter facility, or through the use of stabilization rooms. Emergency shelter is short-term, usually for 90 days or fewer. Domestic violence shelters are typically considered a type of emergency shelter, as they provide safe, immediate housing for victims and their children.
- **Family** is defined as a household with at least one adult and one child under 18.
- **Homeless** under the category 1 definition of homelessness in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, includes individuals and families living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements, or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.
- **HUD** is the abbreviation for the U.S. Department of Housing and Urban Development.
- **Sheltered homeless individuals** are those homeless individuals who are living in emergency shelters or transitional housing programs.
- **Single individual** refers to an unaccompanied adult or youth.
- **Transition-Age Youth (TAY)** refers to an unaccompanied youth aged 18-24 years.
- **Transitional housing** facilitates the movement of homeless individuals and families to permanent housing. It is housing in which homeless individuals may live up to 24 months and receive supportive services that enable them to live more independently. Supportive services – which help promote residential stability, increased skill level or income, and greater self-determination – may be provided by the organization managing the housing, or coordinated by that organization and provided by other public or private agencies. Transitional housing can be provided in one structure or several structures at one site, or in multiple structures at scattered sites.
- **Unaccompanied** refers to children under the age of 18 who do not have a parent or guardian present.
- **Unsheltered homeless individuals** are those homeless individuals who are living on the streets, in abandoned buildings, storage structures, vehicles, encampments, or any other place unfit for human habitation.



SAN JOSÉ

# HOMELESS

POINT-IN-TIME CENSUS & SURVEY

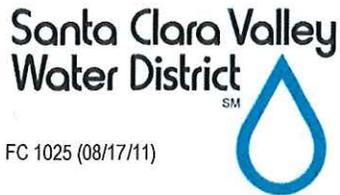
COMPREHENSIVE REPORT

# 2015



**EXHIBIT 2:**  
**Memorandum of Agreement**  
**between the City and SCVWD**

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FC 1025 (08/17/11)

Meeting Date: 5/28/13  
Agenda Item: **5.3**  
Unclassified Manager: Chris Elias  
Extension: 2379  
Director(s): all

**CONFORMED COPY**  
**BOARD AGENDA MEMO**

**SUBJECT:** Approve the Memorandum of Agreement Between the City of San Jose (City) and the Santa Clara Valley Water District (District) for Removal of Illegal Encampments and Prevention of Debris Along Waterways

**RECOMMENDATION:**

- A. Approve the Memorandum of Agreement (MOA) Between the City of San Jose and the District for encampment removal and prevention renewing the efforts of the City and District to clean the trash and debris from homeless encampments along local waterways located within City boundaries; and
- B. Authorize the Chief Executive Officer (CEO) to execute the MOA on behalf of the District.

**SUMMARY:**

Along many of the streams in the City, individuals have erected illegal encampments. Because they are generally built on riparian corridors, which provide tree cover for privacy for the campsites, the encampments are negatively impacting the ecosystem by polluting the streams with human waste and garbage; eroding creek banks; interfering with mitigation efforts; and destroying the riparian vegetation and habitat. At the same time, these encampments represent a safety concern for District staff and creek users, and for the individuals themselves who use these illegal encampments. The City and the District share a common interest to keep waterways clean and have collaborated to address their respective interests since 2004. This MOA will improve coordination and communication; and promote a more effective use of resources and expertise between the two parties. In 2008, the parties included encampment cleanups in the MOA and extended the term of the current MOA through June 30, 2013. This Board Agenda memorandum summarizes key updates and requests the Board to consider authorizing the CEO to enter into a new five-year MOA in order to continue the City-District partnership through 2018.

Accordingly, the Board is requested to approve and authorize the CEO to enter into a MOA between the City and the District for continued joint efforts to remove trash and debris from illegal encampments along local waterways in San Jose. Once approved by the Board, the MOA will enable staff to comply with Ends Policy 4.1.3 which directs the CEO to "promote the protection of creeks, bay and other aquatic ecosystems from threats of pollution and degradation."

This MOA will become effective after the June 30, 2013 expiration of a similar MOA entered into by the City and District on February 12, 2008.

**AUTHORIZED**

**SUBJECT:** Approve the Memorandum of Agreement between the City of San Jose (City) and the Santa Clara Valley Water District (District) for removal of illegal encampments and prevention of debris along waterways.

### **Key Changes**

Key changes to the new MOA which improve on provisions of the February 12, 2008 MOA are as follows:

- an emphasis on strengthening the continuum of care for the individuals who use illegal encampments as evidenced by the recruitment of a new Homeless Encampment Program Manager by the City;
- a renewed emphasis on providing intensified outreach services to individuals who use illegal encampments for housing;
- City's active storage of valuable belongings collected during clean up events and this results in reduced litter in and along waterways; and
- streamlined monthly and weekly clean up events into "encampment cleanups".

The proposed MOA is enclosed as Attachment 1. The existing 5-year MOA dated February 12, 2008 is enclosed as Attachment 2. Attachment 3 is a factsheet about illegal encampments and the partnership with the City.

### **FINANCIAL IMPACT:**

There is no financial impact with this item. However, the actual clean up events carried out under this MOA is funded 100% by the *Safe, Clean Water & Natural Flood Protection Program*. Since Fiscal Year 2008-09, the District has spent an annual average of \$210,000 in the joint clean-up of illegal encampments with the City.

### **CEQA:**

The recommended action does not constitute a project under CEQA because it does not have a potential for resulting in direct or reasonably foreseeable indirect physical change in the environment.

### **ATTACHMENTS:**

Attachment 1 - Proposed Memorandum of Agreement

Attachment 2 - Existing Memorandum of Agreement dated February 12, 2008

Attachment 3 – Copy of Factsheet from 2012 Joint SJ City Council-District Board Study Session

**MEMORANDUM OF AGREEMENT BETWEEN THE CITY  
OF SAN JOSE AND THE SANTA CLARA VALLEY  
WATER DISTRICT FOR ENCAMPMENT CLEAN UP,  
TRASH REMOVAL AND PREVENTION**

This Memorandum of Agreement ("MOA") is entered into effective this 30<sup>th</sup> day of June, 2013 by and between the City of San Jose, a municipal corporation of the State of California (the "City"), and the Santa Clara Valley Water District, a special district of the State of California (the "District"), each an "agency" under this MOA.

**RECITALS**

**WHEREAS**, trash in and along creeks and waterways is detrimental to the community and to the environment; and

**WHEREAS**, the City and the District both currently implement programs that have as at least part of their purpose the removal of trash along creeks and waterways; and

**WHEREAS**, the City and District have identified a need for a collaborative effort in the collection and disposal of trash from homeless encampments located in and around creeks in the City of San Jose; and

**WHEREAS**, the City and District have received community feedback that encampments are a significant source of trash affecting local creeks; and

**WHEREAS**, the clean up of encampments requires significant coordination across a variety of agency services to ensure that encampment users are offered appropriate assistance; that possessions are properly managed; and that operations conducted are effective and efficient; and

**WHEREAS**, the City and District have previously entered into prior Memorandums of Agreement for partnering on trash prevention and removal activities, including the clean up of trash from creeks in the City of San Jose, which were approved in 2004 and 2008; and

**WHEREAS**, the City and District desire to continue to work together regarding removal and prevention activities to clean up encampments along creeks in the City of San Jose.

**NOW, THEREFORE, THE CITY AND THE DISTRICT AGREE AS  
FOLLOWS:**

**AGREEMENT**

**ARTICLE 1 - TERMS AND CONDITIONS**

**A. Term of MOA**

The term of this MOA shall be from the date first set forth above to June 30, 2018. This MOA may be terminated pursuant to Section 1.F.

**B. Authorizations**

The City Manager is authorized to approve extensions to the term of this MOA, to modify due dates, to resolve conflicts, or otherwise grant approvals on behalf of the City, provided that any approval requiring payment of funds in excess of appropriated funds, shall require City Council approval of the appropriation of those funds and a written amendment signed by the City and District.

The District's Chief Operating Officer is authorized to approve the extension of the term of this MOA, to modify due dates, to resolve conflicts, or otherwise grant approvals on behalf of the District, provided that any approval requiring payment of funds in excess of appropriated funds, requires District Board approval of the appropriation of those funds and a written amendment signed by the City and District.

**C. Indemnification**

Pursuant to Government Code Section 895.4, each party agrees to fully indemnify and hold the other party (including its appointed and elected officials, officers, employees and agents) harmless from any damage or liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of the negligent acts or omissions or willful misconduct of the indemnifying party, its officers, employees or agents, under or in connection with any work, authority or jurisdiction delegated to such party under this MOA. No party, nor any appointed or elected official, officer, employee or agent thereof shall be responsible for any damage or liability occurring by reason of the negligent acts or omissions or willful misconduct of the other party hereto, its officers, employees or agents, under or in connection with any work, authority or jurisdiction delegated to such other party under this MOA.

**D. Notices**

Any and all notices required to be given to a party hereunder shall be deemed to have been delivered upon deposit in the United States mail, postage prepaid, addressed to either of the parties at the following address or such other address as is provided by either party in writing:

**To City:**

City of San Jose  
Housing Department  
200 East Santa Clara Street  
San José, CA 95113  
Attention: Manager, Homelessness  
Response Team

**To District:**

Santa Clara Valley Water District  
Watersheds Operations  
5750 Almaden Expressway  
San José, California 95118  
Attention: Deputy Operating Officer  
West and Guadalupe Watersheds

**E. Debt Limitation**

City and District are both subject to laws or policies which limit their ability to incur debt in future years. Nothing in this MOA shall constitute an obligation of future legislative bodies of the City or the District to appropriate funds for purposes of this MOA.

**F. Termination**

Either party may terminate this MOA by providing the other party with written notice of termination, no less than 30 days prior to the effective date of termination.

**G. Conflict of Interest**

The City and the District shall each avoid all conflict of interest in the performance of this MOA. They shall immediately notify the other should a conflict of interest arise that would prohibit or impair the party's ability to perform under this MOA.

**H. Non Discrimination**

Neither the City nor the District will discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identification, disability, ethnicity, or national origin, in connection with or related to the performance of this MOA.

**I. Limitations**

Sites that may be cleaned up under the terms of this MOA must be both: (i) within the limits of the City of San José and in or immediately adjacent to a creek or waterway, and (ii) subject to a City and/or District right of

way. Other sites not meeting the requirements of both (i) and (ii) of this subsection are not covered under this MOA.

**J. Disputes**

The City and District agree that all disputes or disagreements arising under this MOA which are not resolved at the staff level by the parties shall be referred to the District's Chief Operating Officer and the City's Director of Housing. If a dispute can not be resolved by the Chief Operating Officer and the Director, such dispute shall be referred to the District's Chief Executive Officer ("CEO") and City Manager for resolution. If a resolution cannot be reached by the District's CEO and the City Manager each party may seek any remedy available at law or in equity.

**ARTICLE 2 - DEFINITIONS**

- A.** Active Encampment – An encampment that appears to have been recently occupied or otherwise used as an encampment site as evidenced by (i) the presence of persons at or around the encampment, or (ii) the organized, systematic and methodical appearance of the encampment where it would be reasonable to assume that it is currently being used as an encampment.
- B.** City Waste - All wastes generated by or collected by the City of San José in the performance of all municipal services, including grit and screenings but excluding sewage sludge or other residue from waste-water treatment facilities, and including but not limited to debris from street and sewer repairs and construction, debris from public and private lot clean-up operations, tires from municipal vehicles, debris from street sweepings, grass clippings, leaves and tree trimmings from maintenance of City parks, streets, median strips, and property, rock and concrete not exceeding a non-diagonal dimension of four feet, asphalt pavement as found in streets, tree stumps and branches no more than eight feet long and no more than two feet in diameter, bulky wastes such as large appliances and furniture found in clean-up operations of real property, parks or other public or private lands, and other similar wastes generated by or collected by the City of San Jose. Except as provided in this Section, City Wastes shall not include Residential Garbage and Rubbish, or Commercial Garbage and Rubbish, that is generated by private individuals or private businesses and is regularly collected by City from private property. (Source: Agreement between the City of San Jose and International Disposal Corporation for Disposal of Municipal Solid Wastes, First Amendment, December 5, 1995).
- C.** Hazardous Waste - A solid waste, or combination of solid wastes, which because of its quantity, concentration, or physical, chemical, or infectious characteristics may--(i) cause, or significantly contribute to an increase in mortality or an increase in serious irreversible, or incapacitating reversible,

illness; or (ii) pose a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, or disposed of, or otherwise managed.

- D. Encampment – A camp located along a creek or other waterway located in the City of San José that is has not been permitted by the City, District, and/or other agencies with jurisdiction to regulate that occupation/camping activity.
- E. Inactive Encampment – An encampment that does not appear to have recently been occupied or otherwise used as an encampment as evidenced by: (i) the lack of persons at or around the encampment, and (ii) the unorganized, unmethodical, unsystematic, haphazard appearance of the encampment where it would be reasonable to assume that it was abandoned.
- F. Right-of-Way - Recorded deed for property, either in form of fee title ownership or easement.
- G. Trash - All improperly discarded waste material, including, but not limited to, convenience food, beverage, and other product packages or containers constructed of steel, aluminum, glass, paper, plastic, and other natural and synthetic materials, thrown or deposited on the lands and waterways within the City of San José. For the purposes of this MOA, trash does not include sediment or vegetation; except for yard waste that is illegally disposed of in or along San José waterways, and any vegetation that has been cleared by the District's contractor in connection with a clean up.
- H. Universal Waste - any of the following hazardous wastes that are subject to the universal waste requirements of 40 CFR part 273 or CCR Title 22, Chapter 23, including: (1) Batteries as described in §273.2; (2) Pesticides as described in §273.3; (3) Mercury-containing equipment as described in §273.4; and (4) Lamps as described in §273.5. (source: 40 CFR §273.9).

### ARTICLE 3 – SCOPE

#### A. MOA Administration

##### 1. Joint Trash Team:

The City and District shall each designate lead staff from their respective organizations to lead the implementation of the MOA. The City and District shall identify a Joint Trash Team (the "Team"). This Team shall facilitate implementation of this MOA within their respective organizations.

The principal responsibilities of the Team leads will be to:

- a. Develop the Annual Work Plan, as described in Article 3, Section A. 3 of this MOA;

- b. Implement and manage the Work Plan. The Team shall facilitate implementation of the Work Plan within their respective organizations;
- c. Report on status, as described in Article 3, Section A.4 of this MOA; and
- d. Prepare written communications. The Team shall prepare appropriate memoranda to City Council and District Board regarding function or other decisions.

**2. Executive Committee - Oversight:**

The existing City-District Executive Committee will provide oversight to the Joint Trash Team and its work efforts. The Executive Committee shall:

- a. Meet and confer at least two times annually regarding Work Plan activities and outstanding issues;
- b. Convene for special meetings as mutually agreed upon to address matters of special concern; and
- c. Promptly review barriers to implementing this MOA and negotiate in good faith to resolve such issues.

**3. Annual Work Plan**

- a. The Team shall prepare a Work Plan for the activities under this MOA annually by July 1. The Work Plan will at a minimum include:
  - i. List of planned activities administered by each agency regarding trash removal and prevention, to include description, administering agency and department(s), annual goals, proposed budget, and changes anticipated;
  - ii. Review of the existing coordination efforts under this MOA and identification of improvements or new initiatives. As a complement to the annual reporting for this MOA, the Team shall specify tasks needed to maintain coordination on program areas where the City and District can most effectively coordinate on trash programs, and shall specify tasks intended to improve coordination on any of the items under this MOA; and
  - iii. Provide staff list. The list shall include by name, title, and agency, the staff involved in the Team and Executive Committee.

- b. The Team shall conduct a mid-year review by November 30 of each year of this MOA to evaluate potential resource needs for the purposes of budget development for the following fiscal year.

#### **4. Reporting**

- a. The Team shall prepare an Annual Report.
  - i. The Annual Report shall be prepared by the Team by August 31 of each year of this MOA.
  - ii. The Report must include at a minimum the following:
    - Status and accomplishments of MOA Work Plan activities;
    - Number of encampment sites, site locations, and amount of material collected during all clean-up programs or projects under this MOA; and
    - Expenditures under this MOA.
- b. The Annual Report shall be submitted to the Executive Committee each calendar year.

### **B. Encampment Clean-up Program**

The encampment clean-up program focuses on the clean-up of Active Encampment sites within the City of San José. Activities are typically conducted during the week, averaging 48 clean-ups per year.

#### **1. City Responsibilities**

The City shall:

- a. Provide personnel and supervision to accomplish the following key activities:
  - i. Encampment notification and posting;
  - ii. Sorting out of personal property from trash and other materials consistent with the current version of the City's Guidelines for Property Identification;
  - iii. Personal property documentation, bagging, transportation and storage; and
  - iv. Security during the clean up.
- b. Coordinate homeless outreach and support services in advance and on the day of encampment clean-ups;

- c. Provide City Waste Disposal Authorizations allowing the District and/or its contractor to dispose of trash and other material from the clean-up at City's cost at Newby Island Landfill ("Landfill") provided the following conditions are met:
  - i. The trash meets the definition of Trash and/or City Waste; provided it does not include sediment or vegetation (other than that produced by trimming in connection with the clean-up), Hazardous Waste (such as containers of fuel, paint, or chemicals) or Universal Waste (such as batteries, lamps, televisions, or other electronic waste), or other materials banned from landfill disposal (such as tires, appliances, motor vehicles, and other large metallic discards), Medical Waste, or materials banned from landfill disposal;
  - ii. No trash from other sources is commingled with the trash collected at a clean-up pursuant to this MOA;
  - iii. Any vehicle or roll-off box used for disposal of trash must be empty at the start of the clean-up and must be dumped at the end of the clean-up without being used for any other purpose; and such container must be secured to prevent unauthorized deposition of trash in the container;
  - iv. Delivery of trash to the Landfill is accompanied by a properly completed City Waste Disposal Authorization; and
  - v. All regulations at the Landfill are observed by District's drivers.
- d. Provide a contractor to collect and transport for appropriate disposal, in accordance with safety rules, protocols, and licensing requirements mandated by the State of California, all Medical Wastes (including sharps), Hazardous Wastes, Universal Wastes and other materials banned from landfill disposal collected during clean-up; and
- e. Manage personal possessions collected during clean-ups consistent with the City's current property identification and encampment clean-up procedures which includes the receipt, transport, storage, and management by the City of all such items.

## **2. District Responsibilities**

The District shall:

- a. Provide clean-up crews and supervision, which includes providing sufficient personnel and supervision to conduct the clean-up. The District may provide clean-up crews and supervision through its contract with a selected service provider. Alternately, the District may use its personnel for this purpose or may contract with another entity to provide crews and supervision;
- b. Provide transport of trash collected by the District's clean up crews, which includes providing bags for trash and transportation to appropriate disposal sites consistent with the requirements of Article 3, Section B.1.d;
- c. Provide clean-up supplies which includes reasonably requested personal protective gear for District's clean-up crews and portable sanitary facilities;
- d. Provide heavy equipment such as compactors, bobcats, and other machinery as is needed for encampment clean-up activities; and
- e. Ensure permit coverage for clean-ups, which includes obtaining appropriate permits for performing maintenance work in and around watercourses.

**3. Shared Responsibilities:**

Both parties agree:

- a. To coordinate encampment site identification and timing, which includes the identification of the sites and verification that the sites are within the City limits and that either the District or City have Right-of-Way rights to the sites;
- b. To identify the encampment sites for action using the following criteria to prioritize projects:
  - i. Site is a historically reoccurring litter/trash problem area;
  - ii. Site has received complaints from the public;
  - iii. Site provides opportunity for proactive intervention;
  - iv. Site has significant accumulation of debris needing specialized equipment for removal;
  - v. Site is an area frequented by the public;
  - vi. Site is on a watercourse flowing within the boundaries of the City of San Jose, where the District or the City of San Jose has ownership or easement; and
  - vii. Environmental Impacts to the site are occurring.

- c. To perform all clean-up activities in accordance with the City's Clean-up of Encampments Procedures attached hereto as **Exhibit A**;
- d. To consider joint, co-funded deterrent opportunities to prevent re-occupation of cleaned encampments including site modification and security options where there ownership is collective; and
- e. To allow that the City's Clean-up of Encampments Procedures may be amended from time to time by the mutual agreement of the District's Chief Operating Officer and the City's Director of Housing, after review by the City Attorney.

**4. Costs :**

- a. Each agency shall bear its own costs for the performance of its responsibilities and its part of the shared responsibilities, except to the extent a specific cost sharing obligation is shown in this MOA.

**C. Trash Clean-Up Projects**

The Trash Clean-Up Projects program helps to address the clean up of trash accumulations that fall outside the scope of the above encampment clean-up program. It is coordinated by City and District staff through the Team.

**1. Site identification:**

- a. Under the Trash Clean-Up Projects program, the City and the District may collaborate on up to five (5) partnered Trash Clean-Ups.
- b. City and District staff will identify the project sites, using the following criteria to prioritize projects:
  - i. Site is a historically-reoccurring litter problem area;
  - ii. Site has received complaints from the public;
  - iii. Site provides opportunity for proactive intervention;
  - iv. Site has significant accumulation of debris needing specialized equipment for removal;
  - v. Site is an area frequented by the public; and
  - vi. Site is on a watercourse flowing within the boundaries of the City of San Jose, where the District or the City of San Jose has Right-of-Way.

**2. Project Implementation**

City and District staff will coordinate logistics and responsibilities for these projects on an annual basis.

**D. Other Trash Prevention and Removal Activities**

**1. Program List:**

The Team shall develop, maintain and distribute to appropriate City and District personnel, a list of trash prevention and removal programs and their associated staff contacts. This list is intended to improve coordination and make communications with residents more seamless.

**2. Housing, Enforcement and Education:**

The Team shall, as part of its annual work planning, consider opportunities for improved use and coordination of housing, enforcement and education by the City and District.

**3. Coordinating Operations:**

The Team shall, as part of its annual work planning, consider opportunities to manage and schedule routine clean-up activities performed by both parties with the intent of providing equitable exchange of services.

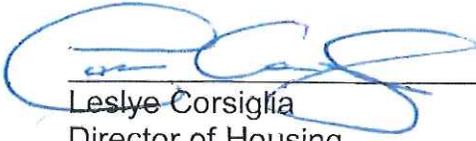
**Signatures appear on the following page.**

**WITNESS THE EXECUTION HEREOF** on the dates set forth below each signature.

CITY OF SAN JOSE, a municipal corporation

SANTA CLARA VALLEY WATER DISTRICT, a local public agency of the State of California

By:

  
\_\_\_\_\_  
Leslie Corsiglia  
Director of Housing

By:

  
\_\_\_\_\_  
Beau Goldie  
Chief Executive Officer

Date:

8/12/13

Date:

6-6-13

ATTEST:

  
\_\_\_\_\_  
Michele F. King  
Clerk/Board of Directors

Date:

6-6-13

APPROVED AS TO FORM

  
\_\_\_\_\_  
S. Shasta Greene  
Sr. Deputy City Attorney

Date:

8-10-13

APPROVED AS TO FORM

  
\_\_\_\_\_  
ANTHONY FULCHER  
Sr. Assistant District Counsel

Date:

6/6/13

## EXHIBIT A

### Clean Up Procedures

#### Reporting of Encampment:

- EHC Homeless Outreach Hotline (408) 510-7600 or [outreach@ehclifebuilders.org](mailto:outreach@ehclifebuilders.org)
- The San Jose Call Center (408-535-3500) will record calls from the public to report illegal encampments
  - Police 911 will still be used to report emergencies and illegal activity
  - All callers will be referred to the EHC homeless hotline
- The San Jose Call Center will provide the list of encampment reports to Housing
- The SCVWD will provide reports of encampments within San Jose to be combined with the list from the San Jose Call Center

#### Organizing Cleanup Events:

- Based on the encampment reports the City & District will decide on date and locations for encampment cleanup using the following criteria:
  - Site is on public property within the boundaries of the City of San José
  - Site has significant environmental impact
  - Site has received complaints from the public
  - Site provides opportunity for proactive intervention;
  - Site is an area that is highly visible or frequented by the public
- Housing will provide a map of the cleanup location that indicates the work site and the area that must be cleared of possessions.
- Housing will contact the EHC Hotline to notify them of their planned cleanup and coordinate on outreach a minimum one month in advance
  - Housing will coordinate with the outreach workers to begin making contact with the encampment residents.
  - Outreach workers will survey residents to determine their housing options and evaluate their immediate needs.
  - Outreach workers will let the residents know about community and environmental concerns. Trash bags will be provided.
  - Outreach workers will continue to visit the encampments weekly to engage the residents in services/housing and bring in additional services as needed.
  - Outreach workers will notify the encampment residents of the impending clean-up and encourage them to remove their property
    - If their property cannot be removed, Outreach workers will encourage the residents to tag their items. Information will be provided on how and where their property can be reclaimed.

- Outreach workers will visit the site after the clean-up to monitor if the site gets reestablished.
- Housing will schedule for staff to supervise the sorting of property at the cleanup, a "Property Supervisor".
- Housing will coordinate property storage and transportation
- Housing will send a request form to the Police Department's Secondary Employment Unit (SEU)-minimum 30 day notice.
  - SEU posts assignment and schedules officers
    - 2 officers for 3 hours to do posting of notices
    - 2 officers for 6 hours to support cleanup crew

**Notice of Cleanup Event:**

- Housing outreach staff will notify encampment residents as part of outreach process (starting one month in advance of the clean-up).
- SEU officers meet with SCVWD staff and post sites a minimum of 72 hours in advance of cleanup
- Property Supervisor will photograph posted notices to document time and location of posting.

**Cleanup Event:**

- The SCVWD will bring a compactor truck to meet with the SJPD, Property Supervisors and CONTRACTOR at the cleanup.
- SEU Officers will conduct site check to make sure that no persons remain on site
- First Property Supervisor will walk the cleanup site and photograph each camp and will go over the guidelines for identifying property for storage with the contractor
- After Property Supervisor has complete documentation of the site, the contractor will begin cleanup of the site
  - Contractor will sort items using tools, including trash grabbers, rakes, shovels or poles
- The Property Supervisors will watch the sorting done by the CONTRACTOR and will make decisions on whether an item is trash or property if there is any doubt.
  - One property supervisor will be in the cleanup site and one at the garbage compactor so that all materials pass by two sets of review before being disposed of in the compactor.
  - All property will be placed in a separate location.
  - All trash will be bagged and placed in the garbage compactor
- When sorting the Property Supervisors will :
  - Open any bag, purse, backpack or suitcase to verify the contents, but will not sort each item inside.

- Consider trash any structure or tent that required cutting or disassembling in order to access the inside.
- Request the name and signature of any individual claiming property once City/District crews begin work. Any returned item will be noted on the photo inventory list with the name of the individual who collected it.
- Once a site is sorted the Property Supervisor will photograph the property to document what is being placed in storage.
  - A sign or board indicating the date, location and ID number of the containers will be placed in the photograph with the property.
- All property will then be placed into clear plastic tubs or bags.
  - The tub or bag will be marked with the date, location and ID number of the container.
- The CONTRACTOR will load the property into a truck to be transported to HOUSING warehouse at Las Plumas
- All trash will be taken to Newby Landfill.
- SCVWD forwards weight tags to Housing
- Property Supervisors will download all photo documentation and label it with the date and location.

**Return of Lost Property:**

- Upon receipt of a phone call Housing staff will review the photo inventory list for the date and location of the cleanup for the reported lost item.
- If the item can be located Housing will retrieve the item from storage and label it with a tag with the name of the person claiming the property.
- Housing will drop off the item at an EHC Lifebuilders Boccardo Regional Reception Center for collection by the caller
- After 90 Days all unclaimed property will be turned over to the Director of Finance as surplus property. The Director of Finance may determine to donate, sell, or dispose of the surplus property.

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**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF  
SAN JOSE AND THE SANTA CLARA VALLEY WATER  
DISTRICT FOR TRASH REMOVAL AND PREVENTION**

This Memorandum of Agreement ("MOA") is entered into effective this 12<sup>th</sup> day of February 2008 by and between the City of San Jose, a municipal corporation of the State of California (the "City"), and the Santa Clara Valley Water District, a local public agency of the State of California (the "District").

**WHEREAS**, trash in the creeks and waterways is detrimental to the community and to the environment; and

**WHEREAS**, the City and the District both currently implement programs that have as at least part of their purpose the removal of trash along creeks and waterways; and

**WHEREAS**, the City and District have identified a need for a collaborative effort in the collection and disposal of trash from illegal encampments located in and around creeks in the City of San Jose; and

**WHEREAS**, the City and District have received community feedback that illegal encampments are a significant source of trash affecting local creeks; and

**WHEREAS**, the clean up of encampments requires significant coordination across a variety of agency services to ensure that camp users are offered appropriate assistance; that possessions are properly managed; and that operations conducted are effective and efficient; and

**WHEREAS**, the City and District have previously entered into a Memorandum of Agreement for partnering on trash prevention and removal activities, including the clean up of trash from creeks in the City of San Jose, which was approved in 2004; and

**WHEREAS**, the City and District desire to continue to work together regarding trash prevention and removal activities and to work together to implement a program to clean up illegal encampments along creeks in the City of San Jose;

**NOW, THEREFORE, THE CITY AND THE DISTRICT AGREE AS FOLLOWS:**

**1. TERMS AND CONDITIONS**

**A. Term of MOA**

The term of this MOA shall be from the date first set forth above to June 30, 2013. This MOA may be terminated pursuant to Section 1.F.

**B. Authorizations**

The City Manager is authorized to approve extensions to the term of this MOA, to modify due dates, to resolve conflicts, or otherwise grant approvals on behalf of the City, provided that any approval requiring payment of funds in excess of appropriated funds, shall require City Council approval of the appropriation of those funds.

The District's General Manager is authorized to approve the extension of the term of this MOA, to modify due dates, to resolve conflicts, or otherwise grant approvals on behalf of the District, provided that any approval requiring payment of funds in excess of appropriated funds, requires District Board approval of the appropriation of those funds.

**C. Indemnification**

Pursuant to Government Code Section 895.4, each party agrees to fully indemnify and hold the other party (including its appointed and elected officials, officers, employees and agents) harmless from any damage or liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of the negligent acts or omissions or willful misconduct of the indemnifying party, its officers, employees or agents, under or in connection with any work, authority or jurisdiction delegated to such party under this MOA. No party, nor any appointed or elected official, officer, employee or agent thereof shall be responsible for any damage or liability occurring by reason of the negligent acts or omissions or willful misconduct of the other party hereto, its officers, employees or agents, under or in connection with any work, authority or jurisdiction delegated to such other party under this MOA.

**D. Notices**

Any and all notices required to be given hereunder shall be deemed to have been delivered upon deposit in the United States mail, postage prepaid, addressed to either of the parties at the following address or such other address as is provided by either party in writing:

**To City:**  
City of San José,  
Environmental Services Department,  
Watershed Protection Division  
170 W San Carlos Street  
San José, CA 95113  
Attn: Deputy Director

**To District:**  
Santa Clara Valley Water District  
Watershed Operations  
5750 Almaden Expressway  
San José, California 95118  
Attention: Deputy Operating Officer

**E. Debt Limitation**

City and District are both subject to laws or policies which limit their ability to incur debt in future years. Nothing in this MOA shall constitute an obligation of future legislative bodies of the City or the District to appropriate funds for purposes of this MOA.

**F. Termination**

Either party may terminate this MOA by providing the other party with written notice of termination, no less than 30 days prior to the effective date of termination.

**G. Conflict of Interest**

The City and the District shall each avoid all conflict of interest in the performance of this MOA and shall immediately notify the other should a conflict of interest arise that would prohibit or impair the party's ability to perform under this MOA.

**H. Non Discrimination**

Neither the City nor the District will discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identification, disability, ethnicity, or national origin, in connection with or related to the performance of this MOA.

**I. Limitations**

Sites that may be cleaned up under the terms of this MOA must be both: (i) within the limits of the City of San José and in or immediately adjacent to a creek or waterway, and (ii) subject to a City and/or District right of way. Other sites not meeting the requirements of both (i) and (ii) of this subsection are not covered under this MOA.

**J. Disputes**

The City and District agree that all disputes or disagreements arising under this MOA which are not resolved at the staff level by the parties shall be referred to the District's Assistant General Manager and the City's Director of Environmental Services. If a dispute can not be resolved by the General Manager and the Director, each party may seek any remedy available at law or in equity.

## 2. DEFINITIONS

- A. Active Illegal Encampment – An illegal encampment that appears to have been recently used as an encampment site as evidenced by (i) the presence of persons at or around the encampment, or (ii) the organized, systematic and methodical appearance of the encampment where it would be reasonable to assume that it is currently being used as an encampment.
- B. City Waste - All wastes generated by or collected by the City of San José in the performance of all municipal services, including Grit and Screenings but excluding Sewage Sludge or other residue from waste-water treatment facilities, and including but not limited to debris from street and sewer repairs and construction, debris from public and private lot clean-up operations, tires from municipal vehicles, debris from street sweepings, grass clippings, leaves and tree trimmings from maintenance of City parks, streets, median strips, and property, rock and concrete not exceeding a non-diagonal dimension of four feet, asphalt pavement as found in streets, tree stumps and branches no more than eight feet long and no more than two feet in diameter, bulky wastes such as large appliances and furniture found in clean-up operations of real property, parks or other public or private lands, and other similar wastes generated by or collected by the City of San Jose. Except as provided in this Section 2.B, City Wastes shall not include Residential Garbage and Rubbish, or Commercial Garbage and Rubbish, that is generated by private individuals or private businesses and is regularly collected by City from private property. (Source: Agreement between the City of San Jose and International Disposal Corporation for Disposal of Municipal Solid Wastes, First Amendment, December 5, 1995);
- C. Hazardous Waste - A solid waste, or combination of solid wastes, which because of its quantity, concentration, or physical, chemical, or infectious characteristics may-- (A) cause, or significantly contribute to an increase in mortality or an increase in serious irreversible, or incapacitating reversible, illness; or (B) poses a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, or disposed of, or otherwise managed.
- D. Illegal Encampment – A camp located along creeks and other waterways located in the City of San José that is has not been permitted by the City, District, and/or other agencies with jurisdiction to regulate that camping activity.
- E. Inactive Illegal Encampment – An illegal encampment that does not appear to have recently been used as an encampment as evidenced by: (i) the lack of persons at or around the encampment, and (ii) the unorganized, unmethodical, unsystematic, haphazard appearance of the encampment where it would be reasonable to assume that it was abandoned.
- F. Right-of-Way - Recorded deed for property, either in form of fee title ownership or easement.

- G. Trash - All improperly discarded waste material, including, but not limited to, convenience food, beverage, and other product packages or containers constructed of steel, aluminum, glass, paper, plastic, and other natural and synthetic materials, thrown or deposited on the lands and waterways within the City of San José. For the purposes of this MOA, trash does not include sediment or vegetation; except for yard waste that is illegally disposed in or along San José waterways.
- H. Universal Waste - any of the following hazardous wastes that are subject to the universal waste requirements of 40 CFR part 273 or CCR Title 22, Chapter 23, including: (1) Batteries as described in §273.2; (2) Pesticides as described in §273.3; (3) Mercury-containing equipment as described in §273.4; and (4) Lamps as described in §273.5. (source: 40 CFR §273.9)

### 3. SCOPE

#### 1.A. MOA Administration

##### 1. Joint Trash Team:

The City and District shall each designate lead staff from their respective organizations to lead the implementation of the MOA. The City and District shall identify a Joint Trash Team (Team). This Team shall facilitate implementation of this MOA within their respective organizations.

The principal responsibilities of the team leads will be to:

- a. Develop the Annual Work Plan, as described in Section 3.A.3 of this MOA.
- b. Implement and manage the Work Plan. The Team shall facilitate implementation of the work plan within their respective organizations.
- c. Report on status, as described in Section 3.A.4 of this MOA.
- d. Prepare written communications. The team shall prepare appropriate memoranda to Council and Board regarding function or other decisions.

##### 2. Executive Committee - Oversight:

The existing City-District Executive Committee will provide oversight to the Joint Trash Team and its work efforts. The Executive Committee shall:

- a. Meet and confer at least two times annually regarding work plan activities and outstanding issues;
- b. Convene for special meetings as mutually agreed upon to address matters of special concern; and

- c. Promptly review barriers to implementing this MOA and negotiate in good faith to resolve such issues.

### 3. Annual Work Plan

- a. The Team shall prepare a Work Plan for the Activities under this MOA annually by August 31. The Work Plan will at a minimum include:
  - i. List of existing programs administered by each agency regarding trash removal and prevention, to include program description, administering agency and department(s), annual program goals, proposed budget, and program changes anticipated.
  - ii. Review of the existing coordination efforts under this MOA and identification of improvements or new initiatives. As a complement to the annual reporting for this MOA, the Team shall specify tasks needed to maintain coordination on program areas where the City and District can most effectively coordinate on trash programs, and shall specify tasks intended to improve coordination on any of the items under this MOA.
  - iii. Provide staff list. The list shall include by name, title, and agency, the staff involved in the Team and Executive Committee.
- b. The Team shall conduct a mid-year review by November 30 of each year of this MOA to evaluate potential resource needs for the purposes of budget development for the following fiscal year.

### 4. Reporting

- a. The Team shall prepare an Annual Report
  - i. The Annual Report shall be prepared by the Team by August 31 of each year of this MOA.
  - ii. The Report must include at a minimum the following:
    - Status and accomplishments of MOA Work Plan activities
    - Number of sites, site locations, and amount of material collected during all clean-up programs or projects under this MOA.
    - Estimated expenditures under this MOA;
- b. The Annual Report shall be submitted to the Executive Committee each calendar year.

**B. Monthly Encampment Clean-up Program**

The monthly encampment clean-up program focuses on the cleanup of Active Illegal Encampment sites and is led by the City. Activities are typically conducted during the weekend, averaging approximately one day per month.

**1. City Responsibilities**

The City shall:

- a. Coordinate site identification, which includes the identification of the sites and verification (in collaboration with District staff) that the sites are within the City limits, that either the District or City have right-of-way on the sites, and that the sites are in or adjacent to a creek in the City of San Jose;
- b. Coordinate site logistics, which includes coordinating the timing of the clean-ups; and coordinating with District on services and supplies needed as described under District Responsibilities for this program;
- c. Provide clean-up personnel and supervision, which includes providing sufficient personnel and supervision to conduct the clean-up. The San Jose Police Department (SJPD) coordinates with the Department of Corrections to provide clean-up crews and provides supervision by SJPD officers. Alternately, the City may contract with another entity to provide personnel;
- d. Coordinate appropriate social services, which includes coordinating appropriate and available resources to attend clean-ups and direct any encampment occupants to social services as needed;
- e. Provide disposal of non-hazardous wastes, which includes the acceptance at Newby Island Landfill at the City's cost of materials meeting all of the following conditions:
  - i. Materials meet the definition of "City Waste";
  - ii. Materials include only trash from this clean-up program; no other materials may be commingled with the material collected pursuant to this MOA;
  - iii. Any vehicle or roll-off box used for this purpose must be empty at the start of the clean-up and must be dumped at the end of the clean-up without being used for any other purpose; container must be secured to prevent unauthorized deposition of waste in the container;
  - iv. Materials include no Hazardous Wastes (such as containers of fuel, paint, or chemicals), Universal Wastes (such as

- batteries, lamps, televisions, or other electronic waste), sediment or vegetation, or other materials banned from landfill disposal (such as tires, appliances, motor vehicles, and other large metallic discards);
- v. Delivery is accompanied by a properly completed City Waste Disposal Authorization Form which is attached to and incorporate in this MOA as Exhibit A; and
  - vi. All regulations at the landfill shall be observed by drivers;
  - f. Provide disposal of bulky items, which includes the acceptance of bulky items collected during clean-ups at the City's Mabury Corporation Yard located at 1404 Mabury Road, San Jose, CA, or to such other site as is identified by the City; and
  - g. Lawfully manage personal possessions, which includes the receipt, storage, and management by the SJPd of personal possessions collected during clean-ups.

## **2. District Responsibilities**

The District shall:

- a. Provide transport of materials collected by the City, which includes providing containers for materials collected and transportation to appropriate disposal sites. Conditions of disposal must meet those described under City Responsibilities for this program in Sections 3.B.1.a and 3.B.1.e;
- b. Provide disposal of hazardous materials, which includes proper collection, transportation, and disposal of all medical wastes (including sharps), hazardous wastes, and universal wastes collected during clean-up;
- c. Provide clean-up supplies, which includes reasonably requested personal protective gear for clean-up personnel, bags for collection of materials, and portable sanitary facilities; and
- d. Ensure permit coverage, which includes obtaining appropriate permits for performing maintenance work in and around watercourses.

## **3. Standard Operating Procedures:**

- a. The parties agree that all clean-up of Illegal Encampments under the monthly encampment clean-up program will be performed in accordance with the Monthly Clean-up of Illegal Encampments Procedures, Exhibit B.

- b. The Monthly Clean-up of Illegal Encampments Procedures may be amended from time to time by the mutual agreement of the District's Assistant General Manager and the City's Director of Environmental Services.

**C. Weekly Encampment Clean-up Program**

The weekly encampment clean-up program usually focuses on the cleanup of Inactive Illegal Encampment sites, but may also include cleaning Active Illegal Encampment sites. The weekly encampment clean-up program is led by the District. Activities are conducted typically Monday thru Friday, approximately one day per week.

**1. District Responsibilities**

The District shall:

- a. Coordinate site identification, which includes the identification of the sites and verification that the sites are within the City limits and that either the District or City have Right-of-Way rights to the sites;
- b. Coordinate site logistics, which includes coordinating the timing of the clean-ups; coordinating with City on services needed as described under City Responsibilities for this program; and coordinating with City on disposal of materials collected;
- c. Coordinate with SJPd for clean-up of Active Illegal Encampments. The District will select sites to be cleared and will coordinate with the SJPd to ensure that at least seventy-two hours prior to the clean-up date the sites are posted with notices of the clean-up. The SJPd is responsible for posting such notices;
- d. Provide clean-up personnel and supervision, which includes providing sufficient personnel and supervision to conduct the clean-up. The District provides clean-up crews and supervision through its contract with the San Jose Conservation Corps (SJCC). Alternately, the District may use its personnel for this purpose or, with notification of the City's Director of Environmental Services, may contract with another entity to provide personnel;
- e. Provide clean-up supplies, which includes providing reasonably requested personal protective gear for clean-up personnel, bags for collection of materials, and portable sanitary facilities;
- f. Provide transport of materials collected, which includes providing containers for materials collected and transportation to appropriate disposal sites. Conditions of disposal must meet those described under City Responsibilities for this program. The District will make arrangements, at the District's cost, for proper disposal of any

materials that exceed the maximum tonnage set forth in this MOA for this program as described in Section 3.C.2.b.vii below;

- g. Provide disposal of hazardous materials, which includes proper collection, transportation, and disposal of all medical wastes (including sharps), hazardous wastes, and universal wastes collected during clean-up; and
- h. Ensure permit coverage, which includes obtaining appropriate permits for performing maintenance work in and around watercourses.

## 2. City Responsibilities

The City shall:

- a. Coordinate appropriate social services, which includes coordinating appropriate and available resources to attend clean-ups and direct any encampment occupants to social services as needed;
- b. Provide disposal of non-hazardous wastes collected by the District, which includes the acceptance at Newby Island Landfill at the City's cost of materials meeting all of the following conditions:
  - i. Materials meet the definition of "City Waste;"
  - ii. Materials include only trash from this clean-up program; no other materials may be commingled with the material collected pursuant to this MOA;
  - iii. Any vehicle or roll-off box used for this purpose must be empty at the start of the clean-up and must be dumped at the end of the clean-up without being used for any other purpose; container must be secured to prevent unauthorized deposition of waste in the container;
  - iv. Materials include no Hazardous Wastes (such as containers of fuel, paint, or chemicals), Universal Wastes (such as batteries, lamps, televisions, or other electronic waste), sediment or vegetation, or other materials banned from landfill disposal (such as tires, appliances, motor vehicles, and other large metallic discards);
  - v. Delivery is accompanied by a properly completed City Waste Disposal Authorization Form (Exhibit BA);
  - vi. All regulations at the landfill shall be observed by drivers; and

- vii. The total amount of material taken for disposal by the District at City's cost shall not exceed two hundred (200) tons per year under the Weekly Encampment Clean-up Program;
- c. Provide disposal of bulky items including the acceptance of bulky items collected during clean-ups at the City's Mabury Corporation Yard located at 1404 Mabury Road, San Jose, CA, or to such other site as is identified by the City; and
- d. Lawfully manage personal possessions, which includes the receipt, storage, and management by the SJPD of personal possessions collected during clean-ups.

**3. Standard Operating Procedures:**

- a. The parties agree that all clean-up of Illegal Encampments under the weekly encampment clean-up program will be performed in accordance with the Weekly Clean-up of Illegal Encampments Procedures, Exhibit C.
- b. The Weekly Clean-up of Illegal Encampments Procedures may be amended from time to time by the mutual agreement of the District's Assistant General Manager and the City's Director of Environmental Services.

**D. Trash Clean-Up Projects**

The Trash Clean-Up Projects program helps to address the clean up of trash accumulations that fall outside the scope of both the weekly encampment clean-up and monthly encampment clean-up programs. It is coordinated by City and District staff through the Team described in Section 3(A)(i) of this MOA .

**1. Site identification:**

- a. Under the Trash Clean-Up Projects program, the City and the District may collaborate on up to five (5) partnered Trash Clean-Ups.
- b. City and District staff will identify the project sites, using the following criteria to prioritize projects:
  - i. Site is a historically-reoccurring litter problem area
  - ii. Site has received complaints from the public
  - iii. Site provides opportunity for proactive intervention
  - iv. Site has significant accumulation of debris needing specialized equipment for removal
  - v. Site is an area frequented by the public

- vi. Site is on a watercourse flowing within the boundaries of the City of San Jose

2. **Project Implementation**

City and District staff will coordinate logistics and responsibilities for these projects on an annual basis.

E. **Other Trash Prevention and Removal Activities**

1. **Program List:**

The Team shall develop, maintain and distribute to appropriate City and District personnel, a list of trash prevention and removal programs and their associated staff contacts. This list is intended to improve coordination and make communications with residents more seamless.

2. **Enforcement and Education:**

The Team shall, as part of its annual work planning, consider opportunities for improved use and coordination of enforcement and education by the City and District.

3. **Coordinating Operations:**

The Team shall, as part of its annual work planning, consider opportunities to manage and schedule routine clean-up activities performed by both parties with the intent of providing equitable exchange of services.

4. **Participation in the Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP) Trash Work Plan Activities:**

Both the City and District are co-permittees to the Stormwater NPDES permit No. CAS029718 for the Santa Clara Basin and are members of the joint implementation body called SCVURPPP. This task would include the participation of both agencies in SCVURPPP's Trash Work Plan. The

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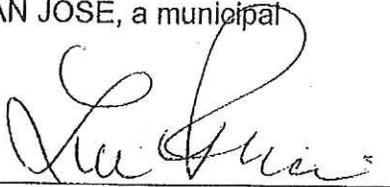
Joint Trash Team shall as part of its annual work planning consider opportunities to cooperate on implementing trash assessments and to share information and ideas on how to improve trash management practices.

WITNESS THE EXECUTION HEREOF on the dates set forth below each signature.

CITY OF SAN JOSE, a municipal Corporation

SANTA CLARA VALLEY WATER DISTRICT, a local public agency of the State of California

By:



Lee Price  
City Clerk

By:



~~STANLEY WILLIAMS~~  
~~General Manager~~

OLGA MARTIN STEELE  
Chief Executive Officer

Date:

February 12, 2008

Date:

ATTEST:

  
Clerk/Board of Directors

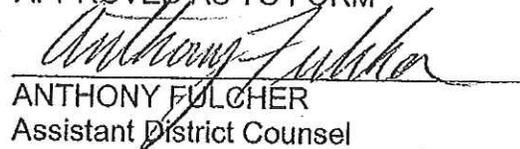
Date:

MAR 24 2008

APPROVED AS TO FORM

  
SUSAN DEVENCENZI  
Senior Deputy City Attorney

APPROVED AS TO FORM

  
ANTHONY FULCHER  
Assistant District Counsel



Order No. \_\_\_\_\_

# City Waste Disposal Authorization

**NO HAZARDOUS WASTE ALLOWED**

This form, when properly completed and used as authorized, provides for the delivery of one load of City Waste to Newby Island Landfill as provided in the *Agreement Between the City of San José and International Disposal Corporation for Disposal of Municipal Solid Wastes*.

▶ **UNAUTHORIZED USE MAY RESULT IN ADMINISTRATIVE CHARGES OR PROSECUTION** ◀

### Section I. City Staff: complete this section, retain blue copy, and give remainder to SCVWD Driver

- 1 Contractor name (on trucks): **Santa Clara Valley Water District** (for Partnered Creek Cleanups only)
- 2 Truck no: \_\_\_\_\_ 3 Truck volume: \_\_\_\_\_ yd<sup>3</sup> 4. Box no.: NA 5. Box volume: NA
- 6 Creek Cleanup type: Partnered trash cleanup | Weekly small/inactive encampment | Monthly large encampment
- 7 City Waste Type: Cleanup Debris | Other: \_\_\_\_\_
- 8 Collection date: \_\_\_\_\_ 9 Collection day: M | Tu | W | Th | F | Sa | Su 10. Route no.: NA
- 11. Service District: NA 12. Council District: \_\_\_\_\_ 13. Dept./Div.: ESD / Watershed Protection & IWM
- 14 Source of load / Cleanup site: \_\_\_\_\_
- 15. Comments: \_\_\_\_\_

Authorized by: \_\_\_\_\_ 16. Date: \_\_\_\_\_

**Section II. Driver(s):** confirm that the section above was completed, that the boxed items are correct and that this form has three sheets (white original, yellow copy and pink copy); sign and print your name, license number, date and times below; for 18, enter the time you got in line; give the original and both copies to the gate attendant at Newby Island Landfill; be prepared to show identification; receive the copies signed by the gate attendant with the scale ticket and return them all to your office. Print both the collection and disposal driver names for shuttled loads.

17. Time truck left cleanup site: \_\_\_\_\_ 18. Time of arrival at landfill: \_\_\_\_\_

Driver name(s)  19. Date of disposal: \_\_\_\_\_

Driver signature  20. Driver CDL

**Section III. Gate Attendant:** accept only authorization forms with white original and two copies (yellow and pink); confirm that the boxed items in Sections I and II were completed; observe any restrictive comments in item 15; check the driver's ID as appropriate; enter the customer information below in the appropriate fields as necessary, putting the Disposal Authorization Number in the Bill of Lading field; enter the Scale Ticket number in item 22, below; return the two copies to the driver with the Scale Ticket; turn in the white originals for billing.

**In case of attempted improper or fraudulent use, record the license plate number and other identifying information. Report to the IDC Manager immediately. Report attempted misuse to the City at the number below.**

CUST#: 465 NAME: SAN JOSE CITY WASTE ORIGIN: ISJ 21. CONTRACT: **SJCWDA**

22. Scale Ticket No. \_\_\_\_\_ 23. Disposal Authorization N<sup>o</sup> \_\_\_\_\_  
[system-generated number in upper left of weight tag] [enter in BILL OF LADING field]

Environmental Services, Integrated Waste Management Division 02/12/08 500: 13501-14000  
200 East Santa Clara Street, Floor 10, San Jose, CA 95113 *ph:* (408) 535-8550 *fax:* (408) 292-6211 76-IWM-CWDA  
white: IDC files • yellow: return to IWM when complete • pink: Dept. files • blue: discard after completed form is returned IDC 2.2.1.4a, rev. 02/08

# Homeless and Illegal Encampments Near Waterways

## Introduction

The physical conditions of homeless and illegal encampments exact a toll on Santa Clara County's natural environment, neighborhoods, and homeless individuals. These impacts are especially evident along several miles of local creeks and trails where the accumulation of trash and other debris from illegal encampments have damaged creeks and deteriorated water quality.

City and District staff estimate there are approximately 40 homeless encampments along San Jose's creeks, housing between 400-600 residents. Some of the encampments are small, with three to five people, while others are very large with 150 or more.

## Health and safety concerns

Encampment sites may contain human waste, batteries, chemicals, detergents, and needles. Unsanitary conditions and uncertainty regarding the homeless encampment residents' backgrounds and potential behaviors and activities pose health and safety concerns to homeless themselves, City and District field crews, and trail users.

## Flood protection and habitat concerns

Large volumes of trash from a variety of sources, including homeless encampments, retard the flow of creeks, making flood threats imminent and harming wildlife habitats. In response, the District removes built-up sediment from creek channels, control invasive overgrown vegetation, and/or shore up stream banks.

In addition to increased complaints received about unauthorized encroachments and trespassing on private properties, residents and businesses report incidents of riparian vegetation destruction; wildlife poaching; and threats to creek side trail users.

## Operational concerns

The impacts of illegal encampments have become increasingly challenging as they impair the District's ability to comply with regulatory requirements, including:

- Placement of illegal encampments structures on environmental mitigation sites and other sensitive riparian habitats; and
- Debris and contaminants from illegal encampments contribute to creating creek conditions that impair water quality standards, resulting in threatened or actual pollution of local waterways.

Other challenges to cleaning-up the homeless encampments include:

- Dense vegetation canopy provide cover for hiding these illegal encampments and thereby making them less open to clear line of sight by City and District staff;
- The District's lack of police powers necessary to conduct pre-clean up posting of notices and encampment cleanups;
- Inadequate resources to prevent homelessness and increased clean-up of illegal encampments.

# Homeless and Illegal Encampments Near Waterways

## Common Policy Directions

The City and the Water District share common policies for protecting creeks and habitats.

Water District Policies		San José Envision 2040 Goals and Policies
4.1	Protect and restore creek, bay, and other aquatic ecosystems.	MS-20: Water Quality: Ensure that all water in San Jose is of the highest quality appropriate for its intended use.
4.1.1.	Protect creeks, bay and ecosystems through environmental stewardship.	ER-2: Riparian Corridors: Preserve, protect, and restore the City's riparian resources in an environmentally responsible manner to protect them for habitat value and recreational purposes.
4.1.2.	Improve watersheds, streams, and natural resources.	ER-3: Special State Plants and Animals: Preserve, manage, and restore habitat suitable for special-status species, including threatened and endangered species.
4.1.3.	Promote the protection of creeks, bay and other aquatic ecosystems from threats of pollution and degradation.	ER – 9: Water Resources: Protect water resources because they are vital to the ecological and economic health of the region and its residents.

## District and City Joint Response

In June 2012, the City and Water District embarked on a new effort to respond to illegal encampments. This effort, called "Phase I", expanded upon the traditional clean-up process to include: (1) outreach and engagement activities to the homeless individuals residing in the encampments to inform them of the impending clean-up, provide them with housing and service resources, and encourage them to separate and pack their belongings; (2) provide housing options; (3) store the displaced residents' personal belongings; and (4) identify and take actions to deter re-encampment.

### Phase 1 and Beyond: Result At a Glance

Location	Coyote Creek at				Guadalupe River at			
	Selma Olinder Pk	Bevin Brook Dr.	Tully Rd.	Story Rd.	Taylor to Hedding	Coleman to Branham	Ironwood to Foxworthy	Julian Street
Date	6/14/12	7/19/12	8/22-24/12	10/17-19/12	9/25/12	10/10/12	11/1/12	6/21/12
Size of Cleanup Crews	28	27	68	88	22	23	12	27
Volume of Trash (tons)	5.93	5.3	33.12	45.14	3.26	5.21	1.47	4.29
No. of Bags of Property	15	21	16	34	6	9	2	18
Property Claimed	No	No	No	No	No	No	No	No
No. of Homeless Campers	6	12	25					12
No. of People Accepted Housing	2	8	18	No housing offered	No housing offered	No housing offered	No housing offered	9

## Information and Assistance

To Report a Homeless Encampment, contact the Homeless Outreach and Engagement Hotline at 408-510-7600 or email [ehcoutreach@ehclifebuilders.org](mailto:ehcoutreach@ehclifebuilders.org).

[www.valleywater.org](http://www.valleywater.org), click on [Access Valley Water](#).

**EXHIBIT 3:**  
**Sample Notice of Cleanup**

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# !!! ATTENTION !!!

**The City of San José and the Santa Clara Valley Water District will be conducting a cleanup of illegal encampments in this area on the following date(s):**

**Thursday, December 20, 2012**

**You are TRESPASSING and will be subject to CRIMINAL PROSECUTION if you remain.**

**You MUST remove all of your property from this location by 7:00 a.m. on December 20, 2012.**

**During the cleanup, the City of San José and the Santa Clara Valley Water District will remove all personal property, shelters, and garbage remaining in the area. Personal property collected will be stored at a City facility for 90 days unless it is perishable, contaminated, or presents a potential health or safety hazard.**

## **TO PICK UP YOUR PROPERTY**

**CALL (408) 510-7600, Monday–Friday, 9:00 a.m. to 5:00 p.m.**

**EMAIL: [storeditemclaim@ehclifebuilders.org](mailto:storeditemclaim@ehclifebuilders.org)**

**VISIT: Boccardo Regional Reception Center  
2011 Little Orchard Street, San Jose CA 95125**

*Property is not stored on-site at the Boccardo Regional Reception Center. To claim property, you will be required to provide a description of the items and the date and location of the cleanup.*

**ALL UNCLAIMED PROPERTY WILL BE DISPOSED OF AFTER 03/22/12.**

**If you need help with housing resources available to you, Homeless Outreach Hotline**



**or want to learn about contact the Encampment and at (408) 510-7600.**

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**EXHIBIT 4:**  
**Standard Operating Procedures**  
**for Encampment Cleanups**

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### **Reporting of Encampment:**

- EHC Homeless Outreach Hotline (408) 510-7600 or [outreach@ehclifebuilders.org](mailto:outreach@ehclifebuilders.org)
- The San Jose Call Center (408-535-3500) will record calls from the public to report illegal encampments
  - Police 911 will still be used to report emergencies and illegal activity
  - All callers will be referred to the EHC homeless hotline
- The San Jose Call Center will provide the list of encampment reports to Housing
- The SCVWD will provide reports of encampments within San Jose to be combined with the list from the San Jose Call Center

### **Organizing Cleanup Events:**

- Based on the encampment reports the City & District will decide on date and locations for encampment cleanup using the following criteria:
  - Site is on public property within the boundaries of the City of San José
  - Site has significant environmental impact
  - Site has received complaints from the public
  - Site provides opportunity for proactive intervention;
  - Site is an area that is highly visible or frequented by the public
- Housing will provide a map of the cleanup location that indicates the work site and the area that must be cleared of possessions.
- Housing will contact the EHC Hotline to notify them of their planned cleanup and coordinate on outreach a minimum one month in advance
  - Housing will coordinate with the outreach workers to begin making contact with the encampment residents.
  - Outreach workers will survey residents to determine their housing options and evaluate their immediate needs.
  - Outreach workers will let the residents know about community and environmental concerns. Trash bags will be provided.
  - Outreach workers will continue to visit the encampments weekly to engage the residents in services/housing and bring in additional services as needed.
  - Outreach workers will notify the encampment residents of the impending clean-up and encourage them to remove their property
    - If their property cannot be removed, Outreach workers will encourage the residents to tag their items. Information will be provided on how and where their property can be reclaimed.
  - Outreach workers will visit the site after the clean-up to monitor if the site gets reestablished.
- Housing will schedule for staff to supervise the sorting of property at the cleanup, a "Property Supervisor".

- Housing will coordinate property storage and transportation
- Housing will send a request form to the Police Department's Secondary Employment Unit (SEU)-minimum 30 day notice.
  - SEU posts assignment and schedules officers
    - 2 officers for 3 hours to do posting of notices
    - 2 officers for 6 hours to support cleanup crew

**Notice of Cleanup Event:**

- Housing outreach staff will notify encampment residents as part of outreach process (starting one month in advance of the clean-up).
- SEU officers meet with SCVWD staff and post sites a minimum of 72 hours in advance of cleanup
- Property Supervisor will photograph posted notices to document time and location of posting.

**Cleanup Event:**

- The SCVWD will bring a compactor truck to meet with the SJP, Property Supervisors and CONTRACTOR at the cleanup.
- SEU Officers will conduct site check to make sure that no persons remain on site
- First Property Supervisor will walk the cleanup site and photograph each camp and will go over the guidelines for identifying property for storage with the contractor
- After Property Supervisor has complete documentation of the site, the contractor will begin cleanup of the site
  - Contractor will sort items using tools, including trash grabbers, rakes, shovels or poles
- The Property Supervisors will watch the sorting done by the CONTRACTOR and will make decisions on whether an item is trash or property if there is any doubt.
  - One property supervisor will be in the cleanup site and one at the garbage compactor so that all materials pass by two sets of review before being disposed of in the compactor.
  - All property will be placed in a separate location.
  - All trash will be bagged and placed in the garbage compactor
- When sorting the Property Supervisors will :
  - Open any bag, purse, backpack or suitcase to verify the contents, but will not sort each item inside.
  - Consider trash any structure or tent that required cutting or disassembling in order to access the inside.
  - Request the name and signature of any individual claiming property once City/District crews begin work. Any returned item will be noted on the photo inventory list with the name of the individual who collected it.

- Once a site is sorted the Property Supervisor will photograph the property to document what is being placed in storage.
  - A sign or board indicating the date, location and ID number of the containers will be placed in the photograph with the property.
- All property will then be placed into clear plastic tubs or bags.
  - The tub or bag will be marked with the date, location and ID number of the container.
- The CONTRACTOR will load the property into a truck to be transported to HOUSING warehouse at Las Plumas
- All trash will be taken to Newby Landfill.
- SCVWD forwards weight tags to Housing
- Property Supervisors will download all photo documentation and label it with the date and location.

**Return of Lost Property:**

- Upon receipt of a phone call Housing staff will review the photo inventory list for the date and location of the cleanup for the reported lost item.
- If the item can be located Housing will retrieve the item from storage and label it with a tag with the name of the person claiming the property.
- Housing will drop off the item at an EHC Lifebuilders Boccardo Regional Reception Center for collection by the caller
- After 90 Days all unclaimed property will be turned over to the Director of Finance as surplus property. The Director of Finance may determine to donate, sell, or dispose of the surplus property.

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**EXHIBIT 5:**  
**Guidelines for Property  
Identification**

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## Guidelines for Property Identification

**Unless an item is trash or poses an immediate threat to public health or safety it should be retained for storage as potential personal property.**

Items that are arranged in a manner that suggests ownership (e.g.: items that are neatly folded or stacked, stored off the ground, hung or clearly on display or packed in bag or box) should be retained for storage.

If there is any uncertainty regarding whether an item should be thrown away or stored, it should be stored.

**Examples of items to take to storage:** *The following are examples of items that could be considered personal property and will be stored:*

- ID/Social Security cards
- Medications<sup>1</sup>
- Photos/Photo Albums
- Tax/medical records
- Jewelry
- Eyeglasses
- Books
- Tents
- Pots & Pans
- Radios & Electronics
- Tools
- Stoves & Generators
- Bicycles
- Purses/backpacks/briefcases

**Examples of items that are trash or pose a threat to public health or safety and will not be stored:** *The following are examples of conditions that will cause an item (including those examples listed above) to be immediately disposed of:*

- **Dirty or Soiled:** items that smell, are stained with urine, bodily waste, or mud, or are infested with fleas, bed bugs, rats or other vectors
- **Perishable:** open food or personal products that will spoil or rot in storage
- **Contaminated:** items used for hygiene or that present a risk of biohazard (i.e. used toothbrushes, hairbrushes, washcloths, bandages, sponges, and underwear)
- **Hazardous or Explosive:** items that could corrode or burn in storage (i.e. car batteries, gasoline cans, and propane tanks)
- **Broken or Disassembled:** items that are broken, damaged, or stripped of parts (i.e. electronics stripped for copper, flat tires, torn up clothes)
- **Weapons:** weapons will be turned over to the SJPD
- **Obvious Trash:** Food/beverage wrappers, tissue/paper napkins, open household product containers

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<sup>1</sup> All medications and controlled substances will be turned over to the SJPD for storage

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EXHIBIT 6:  
Regional Encampment  
Response Strategy

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## Homeless Encampment Response

### Vision Statement

Provide housing stability and support for homeless residents in Santa Clara County to keep waterways, parks and public space free of encampments to protect the environment, provide safe use of public areas, and ensure that no one is unsheltered.

### Issue Overview

On a nightly basis, there are over 7,000 homeless persons in Santa Clara County. Approximately 2,000 homeless persons reside in emergency shelters, transitional housing programs, jails, treatment or medical facilities, and other temporary housing arrangements. Unfortunately, more than 5,000 homeless persons are unsheltered, living in creeks, streams, cars, and other open public areas that are not appropriate for human habitation. Most change locations periodically. Unsheltered homeless persons are living in a manner that is unhealthy, dangerous, and inhumane.

Of the 5,000 unsheltered individuals, approximately 1,500 gather at fixed sites or “encampments,” especially in waterways, throughout the county. Homeless encampments pose particular challenges for the community.

- The encampments have a negative impact on the quality of life of neighborhoods and residents (both housed and un-housed) by creating safety concerns and degrading the environment in which they live, work, and play.
- The encampments degrade the built and natural environment on both a short- and long-term basis and have compliance ramifications.
- The continued “management” of homeless encampments is extremely costly in terms of funds and resources that could otherwise be used on other community priorities.

### Intent

In the long-term, a permanent solution for the problems associated with homeless encampments can only be achieved through increases in appropriate housing and services. As these resources are developed and implemented, they will be coordinated with community-wide activities to mitigate homeless encampments’ negative effects on the environment and on the community.

### Strategy 1 – Housing and Services

- **Goal:** *Integrate with the community’s long-term plan to end homelessness.*
  - Utilize the community’s “Homelessness Framework” for meeting the distinct housing needs of transitionally, episodically, and chronically homeless persons.
  - Create linkages with community-wide initiatives targeted to homeless sub-populations based on demographic criteria and/or housing need (e.g. Housing 1000 Care Coordination Project for chronically homeless individuals and families).

- **Goal:** *Continually assess the number and needs of homeless populations living in encampments in order to develop individualized, actionable plans.*
  - Enhance the capacity, range, and effectiveness of outreach services by incorporating multiple disciplines and multiple systems' services and data.
  - Increase linkages to services and resources of cities, the County and other government agencies.
  - Identify service overlap or opportunities for service connections.
  - Measure and continuously improve timeliness of client's access to safety-net services (e.g. General Assistance).
  
- **Goal:** *Identify and increase housing for displaced encampment resident.*
  - Increase permanent supportive housing.
  - Increase long-term transitional housing and supportive services.
  - Increase short-term housing programs or shallow rental subsidies.
  - Develop an array of interim housing options (e.g. emergency shelter or motel vouchers) in *direct* support of the aforementioned permanent housing strategies; Conduct a shelter assessment to maximize usage of current bed space and determine if any barriers exist to ensure full utilization.
  - Evaluate other immediate housing first intervention options for encampments
  
- **Goal:** *Review and evaluate alternative best-practice models and programs to address the needs of encampment residents.*
  - Assess other cities and jurisdictions with effective encampment abatement programs.
  - Consider potential necessary legislation, ordinances, and enforcement options to more adequately meet the needs of high-risk homeless populations.
  - Explore innovative programs or social enterprises that incorporate homeless persons in encampment outreach, prevention, clean up or reduction activities.

## **Strategy 2 – Protect and Restore the Environment**

- **Goal:** *Reduce the number and size of encampments.*
  - Establish a list of key locations based on transparent metrics (e.g. environmental impact, health and safety issues, assessed vulnerability of homeless population, general public concern);
  - Perform regular and proactive clean-ups of priority sites
  - Identify clean-up triggers and priorities for external agencies (e.g. VTA, CalTrans, Caltrain) to ensure coordinated encampment responses
  - Continue to standardize notification procedures across agencies, jurisdictions, and non-profit organizations (i.e. housing, enforcement, etc.);
  - Evaluate alternatives to consolidate or coordinate property storage facilities and disposition procedures across agencies/jurisdictions

- **Goal:** *Decrease re-encampment in cleaned areas.*
  - Assess environment and access to install effective physical deterrents as needed at key sites
  - Increase continued enforcement presence (e.g. rangers) following clean-ups
- **Goal:** *Restore impacted natural resources and assets.*
  - Measure a decreasing amount of debris and waste in cleaned sites over time
  - Increase public usage of trail systems, parks, etc.
- **Goal:** *Seek regulatory relief to streamline workflows and improve clean-up efficiency.*
  - Address ordinance issues, including:
    - property storage
    - posting notification
    - public feeding

### **Strategy 3 – Engage the Community**

- **Goal:** *Increase public awareness of encampment engagement activities and connection to the regional response to homelessness*
  - Implement an ongoing media campaign to increase public awareness to further link encampment clean-ups with the community-wide efforts to eliminate chronic homelessness
  - Provide regular presentations at neighbor and community groups
- **Goal:** *Empower and engage community groups, businesses, and other stakeholders to connect and address encampment issues impacting their neighborhoods*
  - Convene groups to evaluate and address factors that support site-specific encampments including vehicular access to the site, access to water, and the delivery of resources from external parties such as food and clothing to the sites.
- **Goal:** *Mitigate public safety concerns regarding homeless encampments and its impact on the community*
  - Demonstrate decreased impact and score of encampment issues through regular reporting of all encampment-related work through the City’s website and other media channels
  - Provide a system of responsive customer support, utilizing the homeless hotline, to ensure that all encampment concerns are addressed in a timely and comprehensive manner.

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**EXHIBIT 7:**  
**City Manager's 2015- 2016**  
**Budget Message**

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**2015-2016**

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**OPERATING BUDGET**

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**CITY MANAGER'S  
2015-2016  
BUDGET MESSAGE**

**CITY MANAGER'S  
2015-2016 BUDGET MESSAGE**

October 28, 2015

Honorable Mayor and City Council:

The 2015-2016 Adopted Operating Budget continues our efforts to address the highest priority community and organizational needs while maintaining budget stability. This budget follows the direction provided by the Mayor and City Council and incorporates the priorities and investments identified in the Mayor's March and June Messages for Fiscal Year 2015-2016. The budget also considers other City Council priorities, recent community outreach and surveys, other departmental and organizational priorities, and forecasts for future revenues and expenditures.

The combination of past budget balancing actions, steady increases in revenues from a stronger economy, and very careful management of expenses has resulted in a degree of budget stability as experienced for the past three years. For the General Fund, revenues and expenditures continue to remain in very close alignment, and over the next five years, variances of less than 1% are projected annually. This is an extremely tight tolerance that constrains our ability to restore service levels as quickly as we would like, and it limits our ability to make long-term investments for maintenance and replacement of essential infrastructure.

This Adopted Budget, therefore, continues to hold the line with a limited number of new investments in strategically important areas. It provides for some service restorations and investments in our infrastructure, avoids service cuts, and continues to provide incremental increases in employee compensation in order to remain competitive as an employer in this challenging labor marketplace.

Although our budget outlook is relatively stable, it is not robust; the City continues to face a long-term "service level deficit." Unless we can secure a significant new source of revenue, we do not expect our resources to grow in a manner that will allow the City to fully restore services to the pre-recession levels. We can expect ongoing significant budgetary challenges and uncertainties, and we likely will continue to fall short of community and employee expectations. However, in this fiscal environment, the City will continue to creatively seek out the best ways to deliver services with the available resources, and will pursue opportunities to work with other public and private organizations to leverage our limited resources.



### **San José Highlights**

- *10<sup>th</sup> largest city in the nation*
- *1.0 million population*
- *180.2 square miles*
- *199 park sites; 3,484 acres*
- *12 City-operated community centers*
- *1 main and 22 branch libraries; 9.8 million annual circulation*
- *33 fire stations*
- *1,109 Police Officers*
- *9.6 million annual Airport passengers, 175 daily landings*
- *2,302 miles of sewer mains*
- *2,410 miles of streets*
- *345 miles of water mains*
- *82,000 tons of annual recycled materials*

# 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

## General Fund Budget Remains Stable

Over the next five years, very small surpluses and one shortfall are projected annually as shown in Table 1 below. These variances represent less than 1% of the projected General Fund budget (revenues and expenditures). As with any forecast, these variances could easily change in either direction in response to the economy, changes in projected expenditures, particularly in salary levels and retirement costs, or other factors beyond the City’s control. The Administration will continue to evaluate financial trends and other changes that could affect the City’s financial situation.

<b>2016-2020 General Fund Forecast Incremental Surplus/(Shortfall) (\$ in millions)<sup>1</sup> (Table 1)</b>					
	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Incremental Surplus/(Shortfall)	\$9.4 M <sup>2</sup>	\$5.2 M	\$0.3 M	(\$1.4 M)	\$5.8 M
% of Annual Budget	0.5%	0.3%	0.02%	(0.1%)	0.3%

<sup>1</sup> Does not incorporate the Development Fee Programs; impacts associated with elements of the Fiscal Reform Plan that are not yet implemented; costs associated with fully funding the annual required contributions for retiree healthcare; costs associated with services funded on a one-time basis in 2014-2015; costs associated with restoration of key services (police, fire, libraries, community centers, and street maintenance) to January 1, 2011 levels; costs associated with the Police Staffing Restoration Strategy (to increase the number of budgeted sworn officers from 1,109 to 1,250 positions); costs associated with unmet/deferred infrastructure and maintenance needs; or one-time revenues/expenses.

<sup>2</sup> This figure excludes the Development Fee Programs and was revised from the \$8.6 million surplus presented in the February 2015 Forecast as a result of the continued analysis and updating of projected revenues and expenditures. With a surplus of only \$20,000 in the Development Fee Programs, the General Fund surplus addressed in the 2015-2016 Adopted Budget remains at \$9.4 million.

## Focused Approach to Address Priority Community and Organizational Needs

The Adopted Budget balances many competing community and organizational needs and maintains the City’s strong commitment to budget stability. The major actions included in the Adopted Operating Budget, across all funds, focus on the following priority themes:

- ✓ **Improving Safety Through Investments in Police and Fire Operations** (investments that ensure our public safety services are safe, effective, and efficient)
- ✓ **A Safer, Smarter San José** (investments that address broader public safety needs)
- ✓ **Restoring Basic City Services** (investments that meet basic community and organizational needs)
- ✓ **Broadening Opportunity and Prosperity/Boosting Vitality** (investments that expand opportunities for our residents and enhance experiences of our residents/visitors)
- ✓ **Engaging the Community** (investments that support innovation and strategic partnerships as well as increase transparency and community input)
- ✓ **Our Future** (investments that better position the City moving forward)

## Key City Service Area Priorities

Although most of this budget message describes changes and new investments that address incremental improvements, it is important to keep in mind that most of the City's budget is allocated to delivering basic services, year after year. In the context of a one-billion-dollar General Fund budget, and a two-billion-dollar operating budget, only a small percentage is allocated to new programs. The overwhelming majority of the City's limited resources are dedicated to the daily effort to serve and protect our community and the people of San José.

The City has structured its operations in "City Service Areas" (CSA) that encourage interdepartmental coordination of effort, resources, and goals. Although more detail about CSA priorities and goals are included in the overall budget document, key operational priorities in these CSAs are briefly described here:

- ***Community and Economic Development.*** The goal of this CSA is to develop and strengthen the community's economy; nurture a safe, attractive, and vital community; and encourage a broad range of housing options. Among the key priorities in this CSA include:
  - Engage, assist, recruit and nurture businesses within and outside of San José that can create jobs, expand the City's tax base, and support essential public services.
  - Support cultural vibrancy and economic vitality through community arts organizations, cultural facilities, and special events working with community partners to leverage City resources.
  - Continue to implement the City's "Envision San José 2040" General Plan and other plans through the creation of urban villages, active community partnerships, and ongoing relationships with neighborhoods and the development community.
  - Further enhance the experience of customers dealing with the full range of Development Services by ensuring that staffing, systems, and standards are consistent and timely.
  - Partner with *Destination: Home*, a public-private partnership, to advance toward the goal of ending chronic homelessness in Santa Clara County through a regional strategic planning process.
  - Implement a Rapid Rehousing Program that will provide supportive housing services in order to relocate people to safer, healthier, and sustainable conditions.
- ***Environmental and Utility Services.*** The San José Green Vision encompasses a wide range of services and projects related to water supply, water pollution control, recycling and waste management, and watershed protection in order to protect the environment and quality of life in the community. Among the key priorities in this CSA include:



## Key City Service Area Priorities



- Oversee programs to collect, recycle, and dispose of solid waste to maximize diversion from landfills, minimize inefficient use of limited natural resources, and protect public health, safety, and the environment.
- Support sustainable infrastructure, systems, and behaviors throughout the community through public education, public-private partnerships, and leadership of the City’s Green Vision.
- Promote the health of the South Bay Watershed and the waters of the San Francisco Bay and its tributaries through the collection, treatment, and management of wastewater and stormwater runoff, and through pollution prevention programs and public education.
- **Neighborhood Services.** Libraries, parks and recreation, animal care and services, and code enforcement comprise this CSA, with the common goal of fostering healthy, vibrant, and secure neighborhoods. Among the key priorities in this CSA include:

- Operate a resourceful and efficient model of library services to ensure public access to a wide range of materials, information, and technology through its system of branch libraries. The expansion of branch library hours along with technological advances in materials handling enhance the delivery of library services to the community. The priority in the coming year will be ensuring the success of the new model of libraries operating at six days a week, with the increased use of volunteers, staff, and technologies including a new mobile technology vehicle, one of the first of its kind.



- Animal Care and Services will focus on health and safety services, such as calls related to aggressive and injured animals, and shelter services that continue to provide low cost and free spay and neuter services and animal adoption service.
- Neighborhood clean-ups will continue to be available city-wide to ensure convenient methods to reduce trash and illegal dumping in concert with Parks, Recreation and Neighborhood Services (PRNS) and Code Enforcement.
- PRNS will continue to use a multi-service delivery community center “hub” model that ensures that core services and recreation options remain available for residents of all ages throughout the community, along with services provided by community partners at 42 re-use sites. PRNS will also continue to support opportunities for outdoor leisure activities through the operation of several regional parks.

## Key City Service Area Priorities

- PRNS will continue to implement the Mayor’s Gang Prevention Task Force Youth Intervention programs and services.
- Code Enforcement field inspection staff will continue to respond to Emergency and Priority complaints within 24 and 72 hours, respectively.
- **Public Safety.** Although Police and Fire services constitute the bulk of the City’s investment in public safety, other departments and programs also contribute to the safety of the community. Among the key priorities in this CSA include:
  - Provide effective and timely police and fire response to high-priority calls for service from the community in order to protect the safety, health, and property of San José residents and businesses.
  - Enhance the use of data and analytics to increase the efficiency and effectiveness of police and fire staff, equipment, and systems to serve the community.
  - Focus on community preparation through crime prevention, emergency preparation, and fire prevention to reduce the risk to life, health, and property in partnership with neighborhoods and businesses.
  - Focus on recruitment and retention of qualified police officers and firefighters to meet authorized staffing levels.
- **Transportation and Aviation Services.** This CSA supports the planning, development, and operation of efficient transportation services that serve the people and economy of San José and Silicon Valley. Among the key priorities in this CSA include:
  - Operate Mineta San José International Airport in order to cost effectively meet the needs and expectations of the residents and businesses of Silicon Valley, develop additional air service to connect our community with priority destinations, and ensure that the Airport continues to meet all appropriate safety and security requirements.
  - Focus limited resources available for street and infrastructure maintenance on the highest priorities and facilities that have the greatest use and economic significance. Continue efforts to protect lives and property of San José residents through safety engineering and education.



# 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

## Key City Service Area Priorities

- Continue planning for future infrastructure needs to determine resource requirements, funding alternatives, and work in partnership with neighborhoods and the business community to achieve an appropriate balance of effort.
- **Strategic Support.** The overall ability of the City to provide quality and effective services depends on strategic support services, such as information technology, human resources, public works, and financial services, to ensure consistency and efficiency throughout all City departments. Among the key priorities in this CSA include:
  - Attract and retain well-qualified City employees, who can consistently provide efficient services through skill, innovation and creativity, through effective recruitment and selection processes.
  - Ensure that the City’s finance and technology systems are protected, upgraded, and aligned with changing needs of government processes, community expectations, and City resources.
  - Oversee the City’s capital projects to ensure on-time and on-budget delivery of facilities that meet the needs of both the community and City staff. Also maintain the City’s buildings and other infrastructure to ensure a safe environment for the community and employees.



## Total Adopted Budget

In the 2015-2016 Adopted Budget, the total net funding is \$3.2 billion for all City funds (General, Special, and Capital). This is \$179.8 million (6.0%) above the 2014-2015 Adopted Budget (Table 2 below). This increase reflects growth in all categories, with the General Fund experiencing the largest increase of 7.3%

<b>2015-2016 Adopted Budget — All Funds (Table 2)</b>			
	2014–2015 Adopted	2015–2016 Adopted	% Change
General Fund	\$ 1,132,680,837	\$ 1,215,409,515	7.3%
Special Funds	1,552,813,702	1,603,506,240	3.2%
<Less: Operating Transfers>	(598,730,848)	(614,133,445)	2.6%
<b>Net Operating Funds</b>	<b>2,086,763,691</b>	<b>2,204,782,310</b>	<b>5.7%</b>
Capital Funds	937,894,687	996,722,294	6.3%
<Less: Capital Transfers>	(14,293,000)	(11,317,000)	20.8%
<b>Net Capital Funds</b>	<b>923,601,687</b>	<b>985,405,294</b>	<b>6.7%</b>
<b>Total</b>	<b>\$ 3,010,365,378</b>	<b>\$ 3,190,187,604</b>	<b>6.0%</b>

# 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

## Position Impacts

This Adopted Budget includes increases to staffing levels to support the expansion of library hours, delivery of the City’s capital program, police services, development fee programs, continuation of one-time activities funded in 2015-2016, and limited enhancements to other critical services. Overall, the level of staffing will increase by a net 186 positions, from 5,759 full time equivalent positions in the 2014-2015 Adopted Budget to 5,945 positions in the 2015-2016 Adopted Budget as shown in the Table 3 below. This 3.2% increase still leaves City staffing well below its peak of almost 7,500 positions in 2001-2002.

<b>Changes in Position Count (All Funds) from 2014-2015 Adopted to 2015-2016 Adopted Budget (Table 3)</b>	
<b>2014-2015 Adopted Budget</b>	<b>5,759 positions</b>
2015-2016 Base Budget Changes	-16 positions
2015-2016 Adopted Budget Changes	202 positions
Total Net Position Changes	186 positions
<b>2015-2016 Adopted Budget</b>	<b>5,945 positions</b>

## Employee Compensation

As a service organization, City employees are critical in the delivery of quality services to our community. In order to maintain service level stability, it is very important that we retain and attract quality employees. In recognition of this important goal, the 2015-2016 Adopted Budget includes funding of \$33.2 million in the General Fund (\$42.4 million in all funds) for compensation increases as shown in the Table 4 below. It is important to note that these figures do not include the additional funding of \$9.1 million approved by the City Council on August 25, 2015 for employees represented by the San Jose Police Officers’ Association, which was offset by a reduction to the Police Department Staffing/Operations Reserve.

<b>2015-2016 Adopted Budget Funding for Compensation Increases (Table 4)</b>		
	<b>General Fund</b>	<b>All Funds</b>
Salary Program*	\$ 22.0 M	\$ 29.5 M
San Jose Police Officers’ Association**	7.0 M	7.0 M
Automatic Step Increases	1.6 M	2.0 M
Management Pay for Performance	1.3 M	2.6 M
Employee Market Competitiveness Reserve	1.3 M	1.3 M
<b>2015-2016 Compensation Increases</b>	<b>\$ 33.2 M</b>	<b>\$ 42.4 M</b>

\* The Salary Program reflects the salary increases that were negotiated and agreed to by the City and 10 bargaining units. Salary increases were approved by the City Council on June 23, 2015. Further details on the salary increases by each employee group can be found at: <https://www.sanjoseca.gov/index.aspx?NID=505>.

\*\* Does not include \$9.1 million funding approved by the City Council on August 25, 2015 allocated from the Police Department Staffing/Operations Reserve.

## **Balancing the Budget**

As displayed in Table 5 on the following page, the 2015-2016 Adopted General Fund Budget Balancing Plan includes actions that allocate a \$9.4 million surplus, which includes a general surplus of \$9.4 million combined with a \$20,000 surplus for the cost-recovery Development Fee Programs. This table shows the matrix of balancing strategies and the dollars associated with each action. A complete discussion of the balancing strategies can be found in Attachment A and throughout the Adopted Budget. It is important to note that this plan focuses on actions to bring the 2015-2016 budget into balance and does not include the rebudget of funds from 2014-2015 to 2015-2016 to complete projects as well as new net-zero grants and reimbursements that were brought forward as part of the budget deliberation process.

Attachment B also responds to the directives contained in the Mayor's March Budget Message for Fiscal Year 2015-2016 that was approved by the City Council on March 24, 2015. Adopted Budget actions that respond to City Auditor referrals requiring additional funding are described in Attachment C.

As discussed earlier, the 2015-2016 Adopted Operating Budget incorporates the following:

- Direction provided in the Mayor's March and June Budget Messages for Fiscal Year 2015-2016 as approved by the City Council, reflecting the priorities and investments identified in those messages;
- City Council priorities, recent community outreach and surveys, other departmental and organizational priorities, and forecasts for future revenues and expenditures;
- Budget Balancing Strategy Guidelines contained in the City Manager's Budget Request for Fiscal Year 2015-2016 that were adopted by the City Council as part of the approval of the Mayor's March Budget Message for Fiscal Year 2015-2016; and
- City Council-approved Guiding Principles for Restoring City Service Levels and the City-Council approved City of San José Budget Principles.

These guidelines and principles are included in Exhibit 1 to this message. Detailed information regarding budget actions and associated performance results is included in the sections for specific City Service Areas, City Departments, Council Appointees, and City-Wide.

2015-2016 ADOPTED OPERATING BUDGET MESSAGE

Balancing the Budget

<b>2015-2016 Adopted Operating Budget General Fund Budget Balancing Plan (in 000's) (Table 5)</b>		
	<b>2015-2016</b>	<b>Ongoing</b>
<b>2015-2016 General Fund Surplus</b>	<b>\$ 9,389</b>	<b>\$ 9,389</b>
<b>Development Fee Program Impact</b>	<b>20</b>	<b>20</b>
<b>Revised Base Budget Forecast</b>	<b>\$ 9,409</b>	<b>\$ 9,409</b>
<b>Balancing Strategy</b>		
<b>Source of Funds</b>		
Beginning Fund Balance:		
Police Department Staffing/Operations Reserve	\$ 6,960	\$ 0
Police Department Overtime Reserve	5,000	0
Homeless Rapid Rehousing/Homeless Response Team Reserves	3,500	0
Police Sworn Hire Ahead Reserve	3,000	0
Development Fee Reserves	2,518	1,989
2015-2016 Future Deficit Reserve	2,400	0
SJ BEST & Safe Summer Initiative Reserve	1,500	0
2014-2015 Paramedic Program Revenues	1,500	0
Cultural Facilities Capital Maintenance Reserve	1,110	0
City Annual Required Contributions Reserve	1,000	0
Other Reserve Liquidations	1,158	0
Additional Excess Revenue/Expenditure Savings	2,393	0
Grants/Reimbursements/Fees		
Transportation Fees & Charges (Parking Citations, Sidewalk, Trees)	1,213	1,213
Other Fee Programs/Reimbursements/Grants	1,457	1,460
Other Revenue Changes:		
USPTO – Tenant Improvements	3,434	0
Sales Tax	2,200	0
Property Tax	2,000	0
2015-2016 Paramedic Program	450	0
Miscellaneous Other Revenue	1,216	984
Overhead Reimbursements/Transfers from Other Funds	1,922	924
<b>Subtotal Source of Funds</b>	<b>\$ 45,931</b>	<b>\$ 6,570</b>
<b>Use of Funds</b>		
Service Level Enhancements	\$ 34,794	\$ 8,069
Salary Program	21,995	18,881
2014-2015 One-Time Funded Services	7,730	7,202
Other Fee Programs/Grants/Reimbursements	5,185	780
Earmarked Reserves (e.g., SAFER 2014, Silicon Valley Regional Com. Sys., Long Range Planning)	5,175	(1,000)
Unmet/Deferred Technology, Infrastructure, and Maintenance	3,885	0
Development Fee Programs	2,043	1,704
Funding Shifts from Other Funds/Other Expenditure Changes	893	730
New Facilities Operations and Maintenance	537	1,424
Use of Reserves (e.g., Salaries and Benefits, Committed Additions, Police Dept. Staffing/Operations, Cultural Facilities Capital Maintenance)	(26,897)	(21,841)
<b>Subtotal Use of Funds</b>	<b>\$ 55,340</b>	<b>\$ 15,949</b>
<b>Total Balancing Strategy</b>	<b>\$ (9,409)</b>	<b>\$ (9,379)</b>
<b>Remaining Balance</b>	<b>\$ 0</b>	<b>\$ 30</b>

## Strategic Investments

Following is a discussion of some of the most significant budget actions in the Adopted Operating Budget. These approved investments, across all funds, are organized by the priority themes as shown below.

### Improving Safety Through Investments in Police and Fire Operations *(investments that ensure our public safety services are safe, effective, and efficient)*

- ***Police Field Patrol Community Service Officers*** – Adds 22.0 Community Service Officer (CSO) positions, 4.0 Senior Community Service Officer positions, and associated non-personal/equipment funding. This action will increase the number of CSOs from 28 to 50 and will add four supervisor positions to provide oversight for this program. The CSOs will be deployed on a seven day per week, overlapping eight-hour day schedule with 12.0 CSOs and 1.0 Senior CSO assigned to each of the four Police Patrol Divisions. The remaining 2.0 CSOs will be used for backfill coverage. Due to the lengthy recruitment and hiring process, the goal is to have the positions filled by February 1, 2016. The additional staffing will enhance the unit's ability to handle low priority calls, and in turn will free up time for sworn officers to respond to calls for service and conduct proactive police work.
- 
- ***Police Overtime*** – Increases the Police Department overtime budget by \$5.0 million from a Base Budget level of \$12.5 million to \$17.5 million, which is offset by the use of a \$5.0 million Police Overtime Earmarked Reserve that was proactively established with the approval of the 2014-2015 Mid-Year Budget Review. Although the Department is conducting police officer recruit academies to hire for the sworn vacancies, the Department is anticipated to begin 2015-2016 with approximately 150 sworn vacancies based on current attrition rates. It is anticipated that additional overtime funding will be needed to continue backfilling for vacant patrol positions, maintain targeted enforcement of high crime activity through suppression cars, conduct high profile investigations, and backfill for civilian vacancies as needed.
  - ***Downtown Police Foot Patrol Program*** – Increases the Police Department overtime budget by \$560,000 to continue the Downtown Foot Patrol program for an additional year. This program was implemented in 2014-2015 to enhance safety and security, support ongoing surveillance and apprehension projects, and allow specialized units such as the Downtown Services Unit to focus on high crime activity. This program will continue to deploy four Police Officers and one Police Sergeant on a 5 hours per day, 5 days per week schedule to address concerns that were raised from businesses and the public regarding safety levels downtown.
  - ***Police Recruitment and Background Services*** – Continues one-time funding for recruiting (\$325,000) and backgrounding (\$100,000) for sworn and civilian vacancies.

## Strategic Investments

- ***Crime Prevention Program*** – Adds 4.0 Crime Prevention Specialists (CPS) to increase community outreach, disseminate crime prevention information to City residents through presentations, and respond to residents’ concerns about crime. The Crime Prevention Unit currently has 8.0 CPS positions to cover the four Police Patrol Divisions. The additional 4.0 CPS positions will allow the Crime Prevention Unit to provide each of the four Police Patrol Divisions with 3.0 positions. With the additional funding, the Crime Prevention Unit will develop two new programs: Crime Free Multi-Housing Program (CFMHP) and a community notification system such as the NIXLE Law Enforcement Social Media System. CFMHP is a law enforcement program that focuses on reducing crime and calls for service at multi-housing complexes. The NIXLE system will allow the Crime Prevention Unit to write and send crime prevention information to the community to increase awareness.
- Prevention  
Intervention  
Suppression
- ***Silicon Valley Regional Communications System Reserve*** – Increases the Silicon Valley Regional Communications Reserve by \$3.0 million. A total need of \$24.6 million was identified to fund San José’s portion of the upfront investment to build the system (\$7.5 million, with Valley Transportation Authority participation), purchase dispatch consoles (\$2.5 million), and purchase new radios (\$14.6 million). This reserve along with funding already allocated for this purpose (\$3.13 million) will partially fund the \$7.5 million need to build out the system, leaving a remaining unfunded need of \$1.4 million.
  - ***Field Patrol Mobile Data Computers*** – Adds one-time funding of \$1.3 million for the replacement and installation of Mobile Data Computers (MDC) in Field Patrol vehicles in order to continue critical access to data that is required for Patrol Officers. This funding, along with grant funding in the Supplemental Law Enforcement Services Fund, will be used to replace all of the MDCs, which were last replaced in 2009 and are at the end of their lifecycle. An ongoing allocation of \$175,000 will allow for the upgrade to a dual carrier system to increase the reliability for MDC data transmission.
  - ***Police Protective Equipment*** – Adds one-time funding of \$530,000 for police protective resources, such as ballistic panels, plates, and vests. This investment will help protect the existing sworn workforce.
  - ***Police Body Worn Cameras*** – Adds one-time State Drug Forfeiture Fund funding of \$613,000 to match potential grant funding from the United States Department of Justice to purchase body-worn cameras for Police Officers, with expected implementation in 2015-2016.

## Strategic Investments

- ***Communications 9-1-1 Phone System Replacement*** – Adds one-time funding of \$150,000, which is a preliminary estimate of the City’s share to replace the San José Police Communications 9-1-1 telephone system and equipment (total cost approximately \$1.5 million). The City will replace its system and upgrade its technology to meet Next Generation 9-1-1 requirements, an internet protocol (IP)-based system that will allow digital information (e.g., voice, photos, videos, text message) to be received from the public.
- ***Computer Aided Dispatch Business Intelligence*** – Adds one-time funding of \$315,000 for the Computer Aided Dispatch (CAD) Business Intelligence Enterprise software, and ongoing software maintenance funding of \$40,000, in order to increase efficiency and accuracy in response time data reporting. The software will provide enhanced real-time data dashboards for Patrol Officers and command staff, including the number of patrol units available or out of service, the number of pending calls for service, and average response times.
- ***Central ID Unit*** – Converts 2.0 limit-dated Latent Fingerprint Examiner II positions to permanent positions in the Central ID Unit to address an increased caseload and continue work on the backlog of latent print cases.
- ***Crime Analysis Unit*** – Adds 1.0 Program Manager I to the Crime Analysis Unit to leverage and expand the use of data analytics to help enhance the delivery of prevention, patrol, and investigative services. The addition will allow the Crime Analysis Unit to maximize the use of various predictive policing programs to process and interpret large quantities of data to anticipate where crime “hot spots” will likely emerge. The Program Manager will be responsible for managing the Crime Analysis Unit, which currently consists of 10.0 Crime and Intelligence Analysts, 2.0 Senior Crime and Intelligence Analysts, and 1.0 Senior Analyst.
- ***Police Video Unit*** – Adds one-time funding of \$100,000 for contractual services to help support the Video Unit. The contractual services will help with the production of Department public safety messages, training videos, and other media-related projects that the Department uses to communicate with staff and the public.



- ***Bureau of Investigations Video Evidence*** – Adds 1.0 Senior Crime and Intelligence Analyst to assist the Bureau of Investigations in the collection, analysis, enhancement, and dissemination of video evidence.
- ***Gang Investigations Unit*** – Adds 1.0 Crime and Intelligence Analyst to the Gang Investigations Unit to assist sworn staff with administrative and investigative work on gang-related crimes. This position will assist the detectives with the research and development of the gang summaries, which can range from 160 hours to over 800 hours for each summary. The Crime and Intelligence Analyst will also be able to assist on other Police Department intelligence requests, since they will be familiar with the same databases used for gang investigations.

## Strategic Investments

- **Field Training Officer Program** – Adds 1.0 Senior Office Specialist to the Field Training Officer (FTO) program in order to relieve sworn staff from administrative duties. The Senior Office Specialist position will work in conjunction with an Administrative Officer on the day-to-day operations of the FTO program.
- **Police Fleet Management System** – Provides one-time funding of \$400,000 to procure and install an automated system that manages the tracking of patrol vehicles as they enter the parking structure, dispenses patrol car keys to officers without the need for onsite fleet staff, streamlines the coordination of patrol car assignments for each of the three patrol shifts, and displays real-time data of which vehicles are in the parking lot at all times.
- **Police Administration Building Roof Replacement** – Provides one-time funding of \$350,000 to replace the roof of the Police Administration Building and address key structural repairs to mitigate the sagging areas that are creating standing water issues.
- **Police Administration Building – Employee Parking Lot Perimeter Fencing** – Provides one-time funding of \$300,000 to install a perimeter fence around the Police and Fire Department employee parking lot at the Police Administration Building to secure the area and reduce vandalism.
- **Police Department Staffing/Operations Reserve** – A portion (\$3.7 million) of the existing Police Department Staffing/Operations Reserve will be used to fund additions that support Police Department staffing and operations. After these actions and considering rebudget actions that were approved, the remaining Police Department Staffing/Operations Reserve will total \$11.4 million in the 2015-2016 Adopted Budget, of which \$4.1 million will be ongoing funding beginning in 2016-2017.
- **Staffing for Adequate Fire and Emergency Response (SAFER) 2014 Grant Reserve** – Establishes a \$1.95 million SAFER Reserve to cover two years of the General Fund portion of the 2014 SAFER Grant that was recently awarded. The grant provides \$3.3 million to restore the equivalent of 14 firefighter positions at the step 1 level (includes salary and benefits, step increases, and anticipated benefit cost increases in year two). Pending a Fire Department organizational review that is currently in progress, SAFER 2014-funded personnel could be assigned to relief positions and minimize brownouts, or reallocate staffing to place an engine back in service for more water availability. The additional positions could also be assigned to Fire Station 33 (Communications Hill) based on a build out of that area in the next few years. A memorandum will be brought forward to appropriate the funds and approve the additional positions later this year.



## Strategic Investments

- ***Fire Information Technology Staffing*** – Adds a limit-dated Information Systems Analyst through June 2016 to implement the Electronic Patient Care Reporting (ePCR) system, assist with the San Jose Fire Department Response Time Work Plan, and work on more efficient technical applications to provide timely information for service analysis and improvements, including Emergency Medical Services response times. Since staff on overtime are currently working on this project, the cost of this position can be partially offset by a reduction to the overtime budget. This position is also partially funding by the Public Safety Capital Program.
- ***Fire Fighter Recruit Academies Training*** – Provides funding of \$70,000 (\$35,000 ongoing) to meet new mandated training criteria set forth by the California State Marshal's Office.
- ***Fire Engineer Academy and Training*** – Provides one-time funding of \$115,000 to expand Fire Engineer training from one week to two weeks to meet National Fire Protection Association NFPA 1002 training mandates and to develop policies regarding Fire Engineer academies and probation periods for Fire Engineers.
- ***Office of Emergency Services Staffing*** – Continues 1.0 limit-dated Senior Analyst through June 30, 2016. Funded by both a grant and an existing appropriation, this position will continue to support the Office of Emergency Services by performing grant-eligible planning, training and emergency management activities.
- ***Public Safety Vehicle Mobile Connectivity*** – Adds funding to address current issues with mobile connectivity for Public Safety. The focus will be on troubleshooting disconnects between the vehicles and the City network, reviewing existing solutions, and recommending configuration changes and/or upgrades to optimize connectivity. This connectivity is an important element in gathering and providing data to public safety field personnel.

### A Safer, Smarter San José

#### *(investments that address broader public safety needs)*

- ***San José BEST and Safe Summer Initiative Programs*** – Ongoing funding of \$2.5 million is added to the San José BEST and Safe Summer Initiative Programs (BEST) for a total of \$5.6 million. The San José BEST and Safe Summer Initiative programs support the Mayor's Gang Prevention Task Force by funding a variety of programs and various community-based organizations that provide direct gang intervention services. Of the ongoing funding, \$1.0 million will support the following three programs: Female Gang Intervention Unit; the Mayor's Gang Prevention Task Force Capital Building programs, such as Street Outreach and Late Night Gym; and the Digital Arts Program.
- ***San José Works*** – Allocates one-time funding of \$1,020,000 for San José Works, a youth jobs initiative. This initiative will focus on strengthening the City's partnerships, such as those through the Mayor's Gang Prevention Task Force, to identify, recruit, train and place at-risk youth in jobs. This will target youth in gang and crime hot spots and offer economic opportunity for the City's young residents.

## Strategic Investments

- ***Illegal Dumping Rapid Response Program*** – Continues ongoing funding of \$150,000 from the General Fund and one-time funding of \$100,000 from the Community Development Block Grant (CDBG) Fund to address illegal dumping activities in the City. The \$150,000 from the General Fund will be used to implement recommendations from a consultant study currently underway to address illegal dumping in the City; the installation of deterrent infrastructure, such as fencing, bollards, and signage in “hot spots” identified by staff; and additional rapid response pick-ups and clean-ups in neighborhoods throughout San José as needed. The CDBG funds provide \$50,000 for outreach, which includes community notices neighborhood clean-up events and information on the closest facilities for proper disposal of bulky items, and \$50,000 for additional one-time clean-ups in targeted neighborhoods. In addition, funding to shift 1.0 Maintenance Worker II in the Transportation Department from the Integrated Waste Management (IWM) Fund to the General Fund to continue the response to illegal dumping activities is included as the IWM funding is no longer available to support this activity. The funding shift will continue to allow the position to respond to complaints of illegal dumping by clearing debris in dump spots.
- ***East San José Reuse Center Activation*** – Adds 2.0 Senior Recreation Leader and 2.0 Recreation Leader PT positions to expand hours at the Alum Rock and Berryessa Reuse Centers. The area immediately surrounding the Alum Rock Reuse Center has been recognized as a “hotspot” area by the Mayor’s Gang Prevention Task Force, and the Berryessa Reuse Center is in need of expanded hours to better serve youth. By adding City resources (staff positions) and expanding hours, the centers will use a hybrid model (community center programs provided by the City and non-profit organizations) to provide youth with healthy and safe recreational and after-school activities. Extended hours aim to provide structured drop-in services, for example, homework assistance, from the late afternoon through evening hours.
- ***Code Enforcement Support Staffing*** – Adds 1.0 Staff Technician, offset by fee revenue, to provide administrative support to the Code Enforcement Division. The Staff Technician is needed to address a high volume of customer inquiries as a result of the newly implemented Multiple Housing risk-based and tiered program with self-certification. Since implementation, there has been a significant increase in the number of questions about placements in the tiers, violations, the online self-certification process, and address/contact changes, which have added to the complexity of the length and nature of the calls.
- ***Transportation Safety and Education Staffing*** – Adds a Transportation Specialist and funding in the Traffic Capital Improvement Program (CIP) to support traffic safety projects and education, and neighborhood traffic calming.



## Strategic Investments

- ***Sidewalk Repair and Inspection Program*** – Adds ongoing funding of \$500,000 for Sidewalk repairs, offset by fee revenue, to address current activity levels. Sidewalk repairs are the responsibility of the property owner and any contractual repair work performed by the City is invoiced back to the property owner for reimbursement. In addition, adds 2.0 Associate Construction Inspectors to address the increasing sidewalk repair workload. The costs will be fully offset by additional revenue from the Sidewalk Inspection Program.

## Restoring Basic City Services

*(investments that meet basic community and organizational needs)*

- ***Library Branch Hours Expansion to Six Days a Week*** – Adds 27.93 net library positions to restore branch library hours from four days to six days of service, and from 33/34 hours to 47 hours at all 23 branch libraries, including the Village Square Branch Library coming online March 2016. Under this new model, all branches will be open Monday through Saturday and will result in increases to materials circulation, visitor attendance, and library programming. As an example, the seven Family Learning Centers (at Alum Rock, Bascom, Biblioteca, East Branch, Hillview, Seven Trees, and Tully Branches) will now have staff dedicated to ensuring availability of services to improve literacy and learning, including the acquisition of collections specific for these communities. The cost of the expansion will be initially funded by the Library Parcel Tax (80%) and the General Fund (20%). The General Fund would assume the total cost of this expansion over a five-year period, with an anticipated increase in the General Fund share of 20% per year.



- ***New Village Square Branch Library Opening*** – Adds 8.90 positions and corresponding non-personal/equipment funding for the opening of the final branch library constructed with the \$212 million bond funding approved by voters in November 2000. The Village Square Branch Library, located at the Evergreen Village Square, is scheduled to open in March 2016.
- ***Happy Hollow Park and Zoo*** – Reallocates existing funding and adds new funding to support Happy Hollow Park and Zoo (HHPZ) operations, such as rides and ride safety, animal welfare, veterinary care, food and beverage services, and business analysis. Costs are partially offset by fee revenue.

## Strategic Investments

- ***Pavement Maintenance Program*** – Provides additional funding of \$8.0 million to pave and repair streets throughout the City. Funding totaling approximately \$47.9 million has been included in 2015-2016 Adopted Budget for pavement maintenance; however, of this amount, \$23.9 million is unexpended funds carried over from 2014-2015. The remaining \$24.0 million of new funding represents \$16.0 million from the Construction Excise Tax Fund and one-time funding of \$8.0 million from the General Fund per the Mayor’s June Budget Message for Fiscal Year 2015-2016, as approved by the City Council. While this \$24.0 million exceeds the minimum \$18.0 million level of funding needed for pothole repairs and maintenance of the Priority Street Network, it falls well short of the annual investment of \$104.2 million necessary to fully fund the maintenance of the entire street network.
- ***City-Wide Customer Relationship Management*** – Adds funding for the purchase of a City-wide customer relationship and service request management application (CRM/SRM) for the management of resident and business inquiries, service requests, and work order routing from different channels including mobile applications. This procurement allows for the future creation of a digital neighborhood dashboard allowing residents to readily report city issues, such as broken streetlights, graffiti, and abandoned vehicles, and see the status of those requests through a visual interface of a neighborhood map.
- ***Community Center Rental Program*** – Adds 1.5 positions to facilitate community center room rentals. The cost of these positions will be offset by community center rental revenues.
- ***Alum Rock Park Programs*** – Adds 1.0 Senior Recreation Leader position, partially offset by the deletion of 0.60 Account Clerk II PT position, to revitalize the Visitor Center and develop and implement outdoor recreation and leisure classes and programs at Alum Rock Park.
- ***Economic Development/Incentive Fund Partial Reallocation to Business Development and Economic Strategy Activation*** – Reallocates one-time funding of \$200,000 from the Economic Development/Incentive Fund City-wide Expenses allocation budgeted in 2014-2015 to the Office of Economic Development in order to perform economic development functions that were previously performed by the San Jose Redevelopment Agency. This funding will be used to support the City’s business attraction, retention, and expansion efforts through marketing communications, business outreach, retail market analysis, and small business support. After one year of experience with this funding level, an appropriate ongoing amount of funding for business development and economic strategy activities will be recommended for City Council consideration in 2016-2017.
- ***Development Fee Programs:***
  - ***Building Development Fee Program*** – the following resources are added to improve target cycle times and customer service levels: 3.0 Building Inspector Supervisors, 3.0 Associate Engineers, ongoing peak staffing funding, one-time funding to purchase tablets for mobile inspections, one-time funding for replacement vehicles, and funding to support shared resources.



## Strategic Investments

- ***Public Works Development Fee Program*** – Adds a Construction Inspector and Building Inspector as well as shared resources to address increased activity and workload anticipated for 2015-2016.
- ***Fire Development Fee Program*** – adds a Senior Engineer and 0.50 Analyst and eliminates a Senior Hazardous Materials Inspector position to improve performance for plan review, provide assistance to monitor works-in-progress, and to monitor revenues and expenditures. Funding to replace one vehicle and add a new vehicle is also included.
- ***City-Owned Facilities – Capital Infrastructure Improvements*** – Adds one-time funding of \$2.5 million to address City facilities infrastructure and deferred maintenance: at Animal Care and Services – waterproofing at the shelter (\$800,000) and upgrade the fire alarm and security system (\$225,000); conduct an arc flash hazard analysis (\$350,000) to address compliance with NFPA 70E requirements; city-wide building assessments to evaluate the current and projected capital needs of City facilities (\$400,000); and at City Hall – audio visual system upgrade in the Council chambers and Rotunda (\$500,000) and replacement of the chiller media (\$250,000).
- ***Cultural and Art Facilities – Capital Infrastructure Improvements*** – Per previous City Council direction, growth in the General Fund’s share of TOT revenue above the 2013-2014 actual collections is to be allocated to the capital maintenance of City-owned cultural and art facilities. Of the \$5.1 million projected to be available in 2015-2016, \$1.5 million is allocated in the 2016-2020 Adopted Capital Improvement Program for the following: Children’s Discovery Museum (\$350,000); Mexican Heritage Plaza (\$300,000); Tech Museum of Innovation (\$230,000); Plaza de Cesar Chavez (\$210,000); History San José (\$205,000); and San José Museum of Art (\$200,000). In addition, the Convention and Cultural Affairs Fund provides funding of \$6.4 million to address a variety of electrical, mechanical, structures, unanticipated, and miscellaneous rehabilitation and repair projects at the Convention Center and cultural facilities managed by Team San José.
- ***City Tree Maintenance*** – Provides \$100,000 of ongoing funding to reinstate a small level of funding for maintenance service for trees that are the responsibility of the City. There are 18,478 City responsibility street trees that require pruning to ensure limbs do not fall into the roadways or block traffic control infrastructure. This funding will enable the Transportation Department to maintain all the trees on a 20-year cycle.
- ***Critical Information Security Remediation Efforts*** – Adds resources totaling \$250,000 to strengthen the City’s core Information Technology systems as a result of a recent security assessment conducted by security consultants.
- ***Preventative Maintenance Program*** – Adds ongoing funding of \$500,000 to continue the current Preventative Maintenance Program at the annual level of \$1.8 million. Since 2012-2013, this program has been funded at \$1.8 million with a combination of ongoing and one-time funds. The goal has been to increase the ongoing funding each year to ensure the continuity of this service. By increasing the final ongoing level of support to \$1.8 million, this action will allow the overall preventive maintenance of City facilities to be maintained at the industry standard of 80% annual preventative maintenance by using a combination of staff, overtime, and contractual services for maintaining the HVAC, plumbing, lighting, energy management systems, roofing, generators, and emergency fire alert systems.

## Strategic Investments

- ***Workers' Compensation Service Delivery Model Pilot Program Extension*** – Provides one-time contractual services funding of \$125,000 to continue support for the Workers' Compensation Service Delivery Model Pilot program, administered by Athens' Administrators, a third party administrator (TPA), through 2015-2016. While the end of the initial two-year pilot period is approaching, the City does not yet have sufficient data to be able to compare the in-house delivery to the TPA to make an informed recommendation given the amount of start-up time to implement this pilot program. The extension of the pilot program through 2015-2016 will enable the City to compile sufficient data to complete a service delivery evaluation analysis and make an informed recommendation regarding this program. The addition of a temporary Workers' Compensation adjuster is included to help address the backlog of City-processed workers' compensation claims.
- ***Employment Services Consulting Services*** – Provides one-time funding of \$100,000 to provide consultant support to the Human Resources Department to review the recruitment process and suggest improvements that can be implemented to reduce the cycle time among other recommendations included in the recently released Employee Hiring Audit. This funding will also be used to revise a number of critical job specifications which cannot be completed by current staff without diverting from recruitments to fill vacancies.
- ***Employment Services Temporary Staffing*** – Continues one-time funding for two positions through June 30, 2016, to extend the Human Resources Department's increased hiring capacity across the City, consistent with funding levels approved in 2014-2015. With approximately 10% of authorized City positions currently vacant, the temporary positions will assist in the various phases of the recruitment process. It should be noted that temporary positions, funded by vacancy savings, will again be authorized in various departments with higher vacancy rates to assist with recruiting efforts.
- ***Human Resources/Payroll/Budget Systems*** – Provides one-time funding of \$882,000 for the Human Resources/Payroll/Budget Systems Upgrade project due to anticipated increases in project costs and associated staffing timeline changes. On April 14, 2014, the City Council approved a recommendation to authorize staff to negotiate an agreement with the selected vendor. Based on a revised cost estimate, the first year costs for the project are anticipated at \$7.2 million. Currently, \$6.3 million is budgeted to implement these new systems. A portion of the cost of these new systems will be reimbursed by other funds. The new budget system will incorporate program-level budgeting to increase transparency and allow greater scrutiny of individual programs within each department.
- ***Enterprise Asset Management System*** – Adds one-time funding of \$500,000 to upgrade the Enterprise Asset Management system, which will facilitate a business process review and analysis of asset replacement needs.
- ***Office 365 Licensing*** – Adds funding of \$350,000 for an upgrade of City-wide licensing to Microsoft Office 365 and its productivity suite. This licensing provides a local, more robust installation of Office 2013, which will lead to higher employee productivity than offered by the web version through the provision of enhanced features and a format similar to the versions to which employees are accustomed.

## Strategic Investments

- **Information Technology Management** – Adds an Assistant Director position to the Information Technology Department to meet the growing demands of the organization and community for technical solutions and implementation. Also adds an Enterprise Technology Manager to coordinate City department technology projects to ensure compatibility and compliance with enterprise architecture, standards, and compliancy.
- **Public Records Act Support** – Adds an Information Systems Analyst in the Information Technology Department to provide timely and consistent responses to City-wide Public Records Act (PRA) requests and electronic-discovery for litigation. In the City Attorney’s Office, consultant services funding of \$50,000 was approved for the corresponding legal expertise to ensure that the infrastructure development and legal framework for PRA requests are closely coordinated.
- **City Attorney’s Office** – Adds a Senior Deputy City Attorney to provide additional capacity for addressing real estate and economic development matters and a Legal Administrative Assistant to support the transactional and litigation attorneys. In addition, one-time funding of \$100,000 is added for continued critical transition support for litigation attorney services and transactional attorney services.
- **Permit Center Break Room and Restrooms** – Provides one-time funding of \$570,000 to renovate the Development Services Permit Center to include a staff break room and restroom. The Permit Center, located on the 1st floor of the City Hall Tower, does not have a break room dedicated for employee use. The restroom will provide staff a restroom conveniently located within their office space and separate from the 1st floor public restroom.

### Broadening Opportunity and Prosperity/Boosting Vitality

*(investments that expand opportunities for our residents and enhance experiences of our residents/visitors)*

- **San José Learns** – Adds one-time funding of \$2.0 million to invest in the after school program infrastructure to academically focus after school programs for children in grades K-3 with the most needs. This funding will be expended over a two-year period and will support recommendations from the Mayor’s San José Learns Working Group.
- **Homeless Response Team and Homeless Rapid Rehousing Programs** – Adds \$3.5 million on an ongoing basis to continue support for the Homeless Response Team (\$1.5 million) and the Homeless Rapid Rehousing Program (\$2.0 million). The Homeless Response Team provides the City with a stronger infrastructure for addressing the needs of our homeless residents, including the response relating to encampments and the concerns of community members and businesses. The primary purpose of the Rapid Rehousing effort is to engage transitionally homeless individuals with a history of sustained San José residency from targeted encampments and provide them with supportive services and rental subsidies to successfully assist them in their transition from homelessness to permanent housing.

## Strategic Investments

- ***Small Business Activation and Assistance*** – Adds one-time funding of \$220,000 to help small businesses activate vacant buildings. In 2014-2015, the Office of Economic Development launched the San José Storefronts Initiative to help small businesses locating in San José business districts by providing one-time grants to help businesses lease street facing vacant spaces in Downtown and Neighborhood Business Districts and facilitating pop-up retail locations on public and private properties to further encourage street activation. Following the success of the program, the funding will continue to provide qualified small businesses with grants to help offset the costs of City fees, permits, and taxes.
- 
- ***Small Business Activation and Assistance*** – Adds 1.0 Executive Analyst position to provide additional support to small businesses in multiple languages with the intent of fostering the creation and growth of immigrant small businesses in San José. Recognizing the vitality that small businesses bring to San José, the City Council’s adoption of the 2012-2013 Operating Budget included the creation of the Small Business Ally program. The program provides a single point of contact to support small businesses with the City’s permitting process. The services currently provided by the program includes English and Spanish languages. There is a significant demand for support and materials in other languages including Vietnamese. In addition, this action provides one-time funding of \$50,000 for development of a more user-friendly, resource enhanced, and multilingual website for BusinessOwnerSpace.com and the City’s small business assistance website, *Your Business Coaching Center*.
  - ***Manufacturing Jobs Initiative*** – Adds one-time funding of \$200,000 to launch the manufacturing jobs initiative to incentivize the retrofit of older, vacant industrial buildings by covering the cost of permit approvals. This action provides funds to offset the City’s permitting costs and taxes associated with manufacturing production facilities on a first come, first served basis for tenant improvement projects of 25,000 square feet or more contained in buildings built prior to 2000. It is anticipated that the funding will be able to support two to five projects in 2015-2016.
  - ***Office of Immigrant Affairs*** – Adds \$250,000 in one-time funding for the City to work collaboratively with the County of Santa Clara, the Silicon Valley Community Foundation, and community based organizations to maximize the support for the immigrant community. This collaboration will ensure successful implementation of administrative relief through outreach, education, fraud prevention, and coordination of City services with public and community partners, reduction of barriers, and support for immigrant business owners.
  - ***San José Creates & Connects*** – Adds one-time Transient Occupancy Tax resources of \$150,000 as matching funds for the implementation of the San José Creates and Connects program.

## Strategic Investments

- ***Independence Day Celebration Grant*** – Adds one-time Transient Occupancy Tax funding of \$75,000 to support Independence Day celebrations, including the Downtown Fourth of July Fireworks events and the Independence Day celebration at Lake Almaden.
- ***Community Network Upgrades*** – Adds funding to upgrade the community area network, which provides services to public safety through the City’s community centers and fire stations. The current network to the City’s remote community facilities has not been upgraded for the past two decades. The City continues to modernize service delivery to the public in many community centers, which cannot be adequately utilized due to lack of bandwidth. This upgrade will provide funding to upgrade the connectivity to remote locations, including community centers and fire stations, and ensure more timely delivery of critical data to fire stations and enhanced community services such as public WiFi.
- ***St. James and East San José Parks Activation*** – As directed in the Mayor’s March Budget Message for Fiscal Year 2015-2016, as approved by the City Council, adds ongoing funding for the St. James Park Activation effort, and, as directed in the Mayor’s June Budget Message for 2015-2016, as approved by the City Council, also adds one-time funding of \$80,000 to expand this model as a pilot to additional parks in East San José. The Parks, Recreation and Neighborhood Services Department received funding from the Knight Foundation, which helped support over 100 events at St. James Park throughout 2014-2015. This action adds 1.0 Events Coordinator to organize events and activities, such as Zumba in the summer and fall, holiday-themed activities in the winter, and Bike Life Festival in the spring. Similar programming will be piloted for various parks throughout East San José that have experienced challenges and/or serve at-risk youth, including Capitol Park, Mt. Pleasant Park, and Plata Arroyo Park. The Administration was directed to return to City Council with results of the efforts at Capitol, Mt. Pleasant, and Plata Arroyo Parks.
- ***Lake Cunningham Bike Park and Skate Park*** – Adds 5.75 positions to support the new Lake Cunningham Bike Park. Anticipated to break ground in 2015-2016, this five-acre adventure sports park will offer trails, tracks, skills challenge courses, dual slalom, free ride area, and pump tracks for a variety of bike disciplines, such as mountain biking, free-style, and cycle-cross. To ensure staff is ready when the facility opens in July 2016, hiring will occur in the latter half of 2015-2016.

### Engaging the Community

*(investments that support innovation and strategic partnerships as well as increase transparency and community input)*

- ***Silicon Valley Talent Partnership*** – Adds \$80,000 in one-time funding to support the Silicon Valley Talent Partnership (SVTP). SVTP is a non-profit that engages private sector talent and innovation to solve public sector problems

## Strategic Investments

- ***Civic Innovation Strategic Partnerships Funding Reallocation*** – Eliminates 1.0 Assistant to the City Manager that was created to focus on development and execution of innovative initiatives, policies, and programs through collaboration with key stakeholders throughout the community and transfers the funding associated with this position to the Office of the Mayor, where it will be used to accomplish the same goals.
- ***Website and Graphics Coordinator*** – Adds 1.0 Public Information Representative (funded by the Development Fee Programs and Solid Waste Fees) to update and maintain the Planning, Building, and Code Enforcement Department’s website and educational handouts, which are constantly changing because of the introduction of new programs, new codes, and new industry standards. An effectively designed website will assist Permit Center staff by providing public information about the Development Fee Programs and increasing the percentage of permit applications completed online.

## Our Future

*(investments that better position the City moving forward)*

- ***North San José Development Policy and EIR Update*** - Provides one-time contractual services funding of \$640,000 to initiate the North San José Development Policy update process. At its meeting on November 18, 2014, the City Council directed staff to return in June 2015 to present an approach that would facilitate a reduced North San José Traffic Impact Fee on office/R&D development, including potential modification to the transportation infrastructure plan, and any resulting fiscal impacts. Based on further City Council direction in June 2015, staff is developing a work plan for analyzing the North San José Area Development Policy and potential changes to the Traffic Impact Fee. In addition, staff will evaluate a new base year for traffic modeling, program and project level traffic analysis for planned build-out of the three remaining development phases, and the project schedule, which may continue into 2016-2017. The Traffic Capital Program will provide \$200,000 for a traffic report consultant, which is included in the scope of work.
- ***Envision San José 2040 General Plan Four-Year Major Review*** – Provides one-time funding for 1.0 Planner I/II through June 30, 2016 and \$400,000 for consultant services to perform a four-year major review of the General Plan, as required by the Envision San José 2040 General Plan, to evaluate the City’s achievement of key economic development, fiscal, and infrastructure/service goals, greenhouse gas emission reduction goals and targets, water conservation and recycling goals, availability and affordability of the housing supply, Healthful Community goals, and review changes and trends in land use and development. Based on this review, the City Council may amend the General Plan to further achieve the General Plan’s vision and goals.
- ***Long Range Planning Project Staffing*** – Provides funding for 1.0 Planner I/II through June 30, 2017 to provide support for several high-priority long-range planning projects including the Downtown/Diridon Environment Impact Report (EIR), North San José EIR for the North San José Development Policy, Environmental component of the Four-Year Major Review of the General Plan, Santana Row Expansion EIR, the Reserve at Winchester EIR, and the Parkview Towers EIR.

## Strategic Investments

- ***City Council District 3 Participatory Budgeting Pilot*** – Provides \$100,000 one-time funding to develop a Participatory Budgeting Pilot in Council District 3. Participatory budgeting is a democratic process through which residents will decide how to spend part of the City’s budget. This process typically includes the following elements: community members brainstorm spending ideas, budget delegates develop proposals based on these ideas, residents vote on proposals, and the government implements the winning projects.
- ***Ballot Measure Polling*** – Adds \$55,000 in one-time funding to allow for polling of up to three potential revenue-related ballot measures, such as a sales tax increase, medical marijuana tax increase, and bond measure for street repair and pavement maintenance, that may be brought to the voters in the 2016 election cycle.
- ***Water Pollution Control Plant Capital Improvement Program Staffing*** – Adds 23 professional and technical positions to support the delivery of over \$1.0 billion in Water Pollution Control Plant Capital Improvement Program projects over the next ten years.
- ***United States Patent and Trademark Office – Tenant Improvements Project*** – Provides funding of \$6.4 million, of which \$3.0 million is unexpended funds from 2014-2015, for the completion of the tenant improvements for the United States Patent and Trademark Office and recognizes revenue of \$3.4 million from the federal government to reimburse the City for these improvements as approved by City Council on March 3, 2015. Also included is the ongoing maintenance costs associated with the increased use of the facility.
- ***Airport Investments*** – In order to encourage airlines to expand air service choices for travelers, adds \$10,000 in funding to host the 2015 Airport Roundtable Conference, which would attract airline decision makers, route planners, consultants, and staff from other airports, providing the opportunity to showcase SJC and the region. An additional \$111,000 is added to support a marketing campaign to promote SJC as the preferred airport for the Super Bowl 50 event in February 2016.
- ***Garbage and Recycling Services*** – Adds \$2.5 million for the sorting and processing of waste materials collected from single-family dwellings (SFDs), commonly referred to as “back-end processing”, prior to landfill conveyance, with the goals of significantly increasing the amount of materials recycled and diverting waste sent to the landfills. The second phase of this conversion consists of another service area comprising roughly 20% of the City’s single-family residences in the north and east portions of San José, for a total of 40% of residences, with the goal of serving all single-family homes over the next five years. Also adds one-time funding of \$850,000 for limited, free curbside collection of large items, such as mattresses and furniture, for SFDs.
- ***Water Conservation Efforts*** – Adds \$350,000 for conservation efforts for customers in the Water Utility System supported by the Water Utility Fund. Conservation efforts will include an additional amount for cost sharing agreements between the City and the Santa Clara Valley Water District to provide customer rebates for the implementation of water efficient systems (\$50,000); funding for implementation of a new WaterSmart program (\$150,000); and a landscape rebate agreement for single-family residents to remove current and install more water-efficient landscaping (\$150,000). In addition, General Fund resources are added to support portions of existing positions to support city-wide water conservation efforts as well as planning efforts to recharge local aquifers with recycled water.

## Other Budget Actions

- ***Energy Team Staffing*** – Adds one-time funding to extend a Supervising Environmental Services Specialist position through June 30, 2016 in the Public Works Department. This position will continue to manage the City-Building Energy Projects Program and continue to serve as an energy advisor on other capital projects throughout the City as needed.
- ***Single Family Garbage Billing Program Model Change: Call Center Staffing*** – Eliminates ten positions and shifts funding from the Integrated Waste Management Fund to the General Fund for 1.0 Senior Office Specialist for one year. These positions are no longer needed due to the City Council-approved change in billing in which the Recycle Plus payments for garbage and recycling services for all single family residential households will now be collected through the Santa Clara County Secured Property Tax bill in order to minimize costs to customers and ratepayers. This transition occurred in July 2015. Retaining one position allows staff to maintain current call times and evaluate staffing level needs for one year.
- ***Environmental Services Department Late Fee Reserve*** – Liquidates the Environmental Services Department Late Fee Reserve (\$1.8 million) set aside as part of the 2015-2016 Base Budget to fund programs previously covered by Recycle Plus Late fees that will no longer be collected with the billing transition to the County Property Tax roll. This reserve covers the cost of shifting City facilities' waste collection (\$765,000), illegal dumping response activities (\$143,000) and anti-litter program (\$69,000) to the General Fund. Savings resulted from the determination that the cost of non-profit waste disposal subsidies could remain in the Integrated Waste Management Fund (\$350,000). Additional savings of \$400,000 were generated as a result of the elimination of Garbage Rate Assistance programs.
- ***Children's Health Initiative*** – Allocates, from an Earmarked Reserve, the final year of a three-year funding strategy (\$275,000) that was approved in the 2013-2014 Adopted Operating Budget to transition the City's funding of the Children's Health Initiative to the County of Santa Clara. The City's original allocation of \$2.1 million provided health insurance access to children of Santa Clara County with a family income that falls below the federal poverty level. The transition strategy apportioned the City's allocation of \$2.1 million according to the following schedule: \$1.1 million in 2013-2014; \$550,000 in 2014-2015; and \$275,000 in 2015-2016.
- ***Successor Agency City Subsidy (Administrative Support)*** – Reduces the administrative support to the Successor Agency to the Redevelopment Agency (SARA) by \$150,000 to reflect the continued phase out of this work and the assumption of duties by existing City staff. With the dissolution of Redevelopment Agencies in 2012, Successor Agencies were tasked with winding down operations and overseeing the dissolution process. An annual review of resources will continue to be completed.

## **Other Budget Actions**

### *Fees and Charges Adjustments*

The 2015-2016 Adopted Budget includes a range of adjustments to fees and charges. No utility rate increase was included for the Storm Sewer Service Charge, but an increase of 5.5% was approved for the Sewer Service and Use Charge to address capital investments in the sanitary sewer system and the Water Pollution Control Plant. Recycle Plus rates were increased by 4.0% for single-family dwellings (SFD) and 5.0% for multi-family dwellings (MFD) to support the base cost of operations as well as service enhancements. Municipal Water System rates increased by 28.0% due to the higher cost of wholesale water purchases and water conservation program enhancements.

In the four Development Fee Programs (Building, Fire, Planning, and Public Works), no general fee increases are needed to maintain cost recovery. The existing revenue streams in those programs along with the use of portions of the Development Fee Program Reserves are sufficient to support additional staffing to meet service demands and improve customer service in these areas without fee increases.

Increases to approximately 26 parking citation fines were approved, which is expected to generate additional revenue of \$925,000. While most of the fines will increase by an amount between \$5 and \$10, the citation fines for parking in disabled and crosshatch spaces will increase by \$100 (from \$310 to \$410). All parking fines were last adjusted in 2011 between \$2 and \$22. These increases contribute to the City's commitment to traffic safety, pedestrian and bicyclist mobility, and clean streets. Issuance of citations for non-compliance with safety-related and street sweeping parking violations, such as parking in a bike path, blocking disabled sidewalk access, or parking in a posted No Parking zone for street sweeping activities, is one tool the Transportation Department uses to heighten awareness around roadway safety, with the goal of changing driver behavior.

Other upward and downward adjustments to various City fees were approved to maintain the City's cost recovery as described in the 2015-2016 Fees and Charges document, which is released under separate cover.

## **Capital Budget Overview**

The 2015-2016 Adopted Capital Budget and 2016-2020 Adopted Capital Improvement Program (CIP) is published as a separate document. Building on the efforts of the last several years and guided by the Envision San José 2040 General Plan (General Plan), the CIP continues targeted investments to maintain, rehabilitate, and rejuvenate a wide array of public infrastructure to improve system reliability, enhance recreational experiences, advance public safety, and ensure that San José remains well-positioned for further economic growth and opportunity. In addition, the CIP allocates significant resources to upgrade and revitalize the Water Pollution Control Plant (San José-Santa Clara Regional Wastewater Facility) and accelerate rehabilitation of the sanitary sewer collection system; invests in and sets aside funding for the rehabilitation and enhancement of a variety of park assets and recreational facilities; constructs a wide array of bike and pedestrian, traffic safety, and multi-modal improvement projects; and addresses deferred infrastructure needs at a number of the City's outstanding cultural facilities.

## 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

### Capital Budget Overview

The City's 2015-2016 Adopted Capital Budget totals \$996.7 million and the 2016-2020 Adopted CIP totals \$2.6 billion. The 2015-2016 Adopted Capital Budget reflects a 6.3% increase from the 2014-2015 Adopted Capital Budget of \$937.9 million, and from a five-year perspective, the 2016-2020 Adopted CIP is 6.1% higher than the 2015-2019 Adopted CIP.

Though the City continues to focus on infrastructure rehabilitation and renewal, investment needs substantially eclipse currently available resources. Many capital programs rely on grants and revenue from other agencies to help narrow the gap between local City funds and the growing backlog of unmet/deferred infrastructure needs. For the local street network, this gap widens in the 2016-2020 CIP as a result of reductions to the City's State Gas Tax allocation for pavement maintenance. The Status Report on Deferred Infrastructure Maintenance Backlog, that was accepted by the City Council on June 2, 2015, identifies a backlog of unmet/deferred infrastructure needs for pavement maintenance that has grown from \$434 million to \$504 million. Left unaddressed, this backlog will continue to grow and street conditions will continue to decline. Faced with this significant funding gap, the City Council has directed the Administration to explore a variety of strategies, including potential ballot measures, to identify additional resources to maintain San José's road network. Regardless of the fiscal challenges, within available resources, the City remains dedicated to providing a safe, reliable, and efficient public infrastructure that meets the needs of its residents and businesses, now and in the future.

### *Capital Program by City Service Area*

Each of the 14 capital programs continue to be aligned to one of the six City Service Areas (CSAs). Table 6 below compares the 2015-2019 Adopted CIP with the 2016-2020 Adopted CIP for each CSA. As discussed earlier, the 2016-2020 Adopted CIP is 6.1% higher than the 2015-2019 Adopted CIP. The Adopted CIP includes significantly increased investments in the Water Pollution Control Program (Environmental and Utility Services CSA). However, this increase in funding is offset by declines in almost every other CSA.

**2015-2019 Adopted CIP and 2016-2020 Adopted CIP Comparison (By City Service Area)**  
(Table 6)

City Service Area	2015-2019 Adopted CIP	2016-2020 Adopted CIP	% Change
Community and Economic Development	\$ 13,558,297	\$ 11,533,381	(14.9%)
Environmental and Utility Services	1,219,247,457	1,401,460,070	14.9%
Neighborhood Services	410,160,504	375,983,902	(8.3%)
Public Safety	53,560,582	55,887,812	4.3%
Transportation and Aviation Services	653,521,947	635,319,868	(2.8%)
Strategic Support	76,158,900	94,304,261	(23.8%)
<b>Total</b>	<b>\$ 2,426,207,687</b>	<b>\$ 2,574,489,294</b>	<b>6.1%</b>

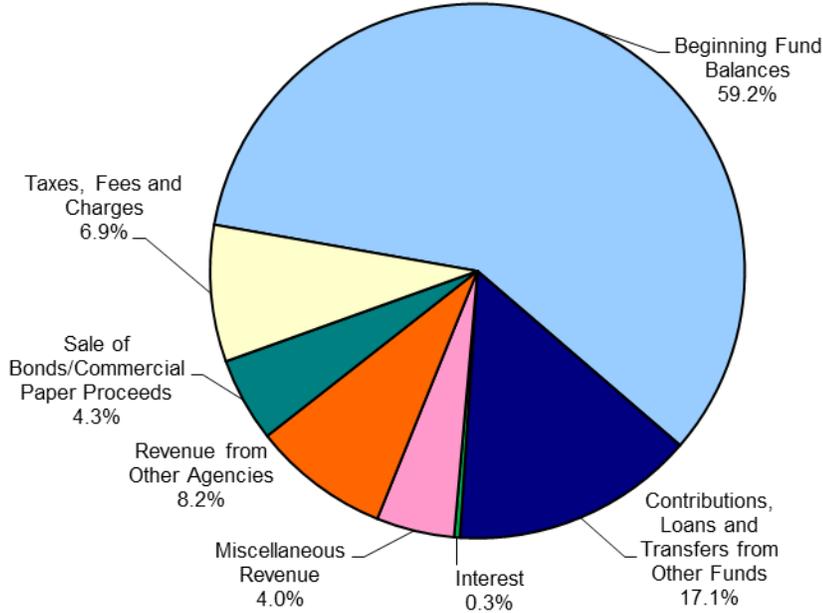
# 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

## Capital Budget Overview

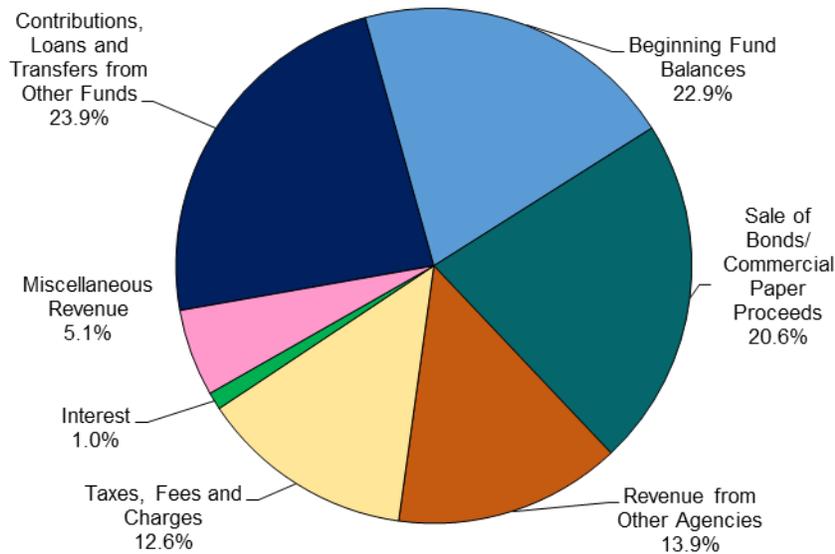
### *Capital Program Funding Sources*

The Capital Budget is supported by a variety of funding sources as shown below in the pie charts below that depict both the 2015-2016 (\$996.7 million) and five-year CIP funding (\$2.6 billion).

**2015-2016 Adopted Capital Budget  
Source of Funds (\$996.7 million)**



**2016-2020 Adopted Capital Improvement Program  
Source of Funds (\$2.6 billion)**



## Capital Budget Overview

The Beginning Fund Balance category is a major funding source at \$589.6 million, representing 59.2% of the 2015-2016 Source of Funds and 22.9% of the five-year CIP funding. Beginning Fund Balances primarily reflect planned carryover funding for projects expected to be initiated or completed in the next five years. The Parks and Community Facilities Development Capital Program has Beginning Fund Balances totaling \$139.3 million, accounting for 23.6% of the total Beginning Fund Balances. A majority of the funds are reserved pending determination of final scope, location, or funding of projects. Other programs with significant Beginning Fund Balances include the Water Pollution Control Program (\$126.6 million), Traffic (\$104.1 million), Airport (\$92.4 million), and Sanitary Sewer System (\$69.2 million). With a substantial number of capital projects scheduled to be completed over the next five years, the total Ending Fund Balance in 2019-2020 is estimated to fall to \$90.8 million.

Contributions, Loans, and Transfers from Other Funds is the next largest revenue category with 17.1% of the 2015-2016 funding (\$170.2 million) and 23.9% of the CIP funding (\$614.2 million). Over the five-year period, this funding stream includes the transfer of revenue from storm, sanitary, and water operating funds that are supported by utility user fees (\$414.7 million) and the allocation of Construction and Conveyance (C&C) taxes to each Parks and Community Facilities Council District Fund (\$52.8 million).

The Sale of Bonds/Commercial Paper Proceeds is relatively small in 2015-2016, representing only 4.3% (\$42.8 million) of the total funding sources, but increases to 20.6% (\$530.0 million) in the CIP. This category is mostly comprised of anticipated bond sales and use of commercial paper proceeds to support the Water Pollution Control Program (\$517.3 million) due to the large capital improvement program identified by the Water Quality Control Plant Master Plan. These figures, however, are likely to change as the financing for the major renovation of this facility is refined.

The Revenue from Other Agencies category, which includes mostly federal, State, and local grants as well as revenue from other agencies that use the Water Pollution Control Plant, comprises 8.2% of the 2015-2016 funding (\$82.3 million) and 13.9% (\$356.5 million) of the five-year CIP. With the expected expansion of the Water Pollution Control Plant, the contributions from user agencies are expected to increase significantly and are currently projected to total \$203.4 million over the five-year period. These figures may also change as the user agencies determine their preferred funding mechanism for the Plant improvements.

The Taxes, Fees and Charges category accounts for 6.9% (\$69.3 million) of the funding in 2015-2016 and 12.6% or \$325.6 million of the total funding in the CIP. The three largest funding sources in this category are Construction and Conveyance (C&C), Construction Excise, and Building and Structure Construction Taxes, which serve as the major revenue sources for Parks and Traffic Capital projects. While collections remain relatively strong in these areas, the projections for each of these taxes are below the estimates in the 2015-2019 Adopted CIP primarily due to peak development activity levels experienced in 2013-2014 and a lower projected number of property transactions.

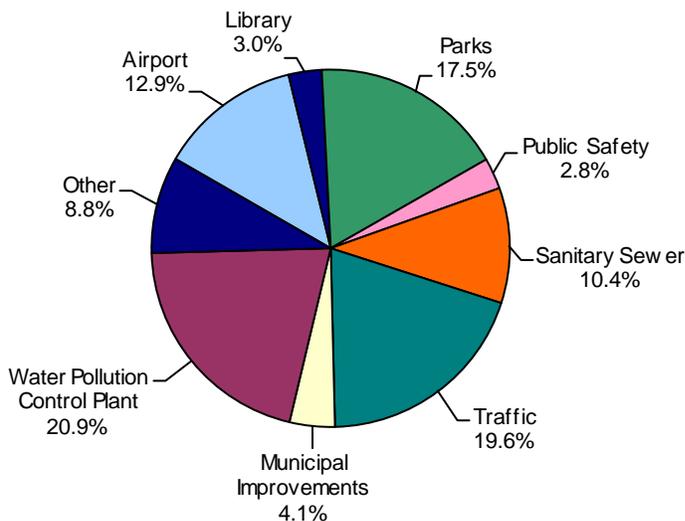
A more detailed discussion of revenues can be found in the Summary Information section of the 2015-2016 Adopted Capital Budget and 2016-2020 Capital Improvement Program.

## Capital Budget Overview

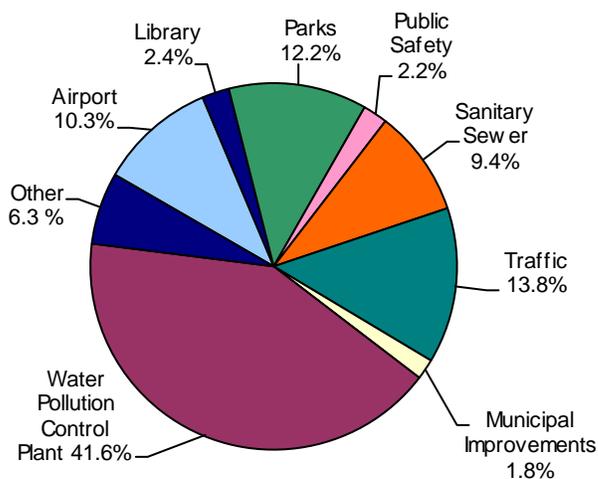
### Capital Program Investments

The CIP consists of 14 capital programs. The following pie charts depict the uses of funds by capital program and percentage of funding for the 2015-2016 Capital Budget and the 2016-2020 Capital Improvement Program. Major projects to be completed over the next five years are highlighted in the sidebar.

**2015-2016 Capital Budget**  
Use of Funds (\$996.7 million)



**2016-2020 Capital Improvement Program**  
Use of Funds (\$2.6 billion)



### Major Projects to be Completed Over the Next Five Years

#### 2015-2016 Projects

Alviso Storm Pump Station  
 Animal Care and Services Waterproofing  
 Autumn Street Extension  
 Branham and Snell Street Improvements  
 Fire Station 21 – Relocation (White Road)  
 Martin Park Expansion  
 Water Meter Replacements  
 Monterey – Riverside Relief Sanitary Sewer Improvements  
 Perimeter Fence Line Upgrades (Airport)  
 Plant Electrical Reliability  
 San José Civic Auditorium HVAC Replacement  
 Security Exit Doors (Airport)  
 TRAIL: Coyote Creek (Flea Market)  
 TRAIL: Guadalupe River Trail (Tasman Drive Under-crossing)  
 United States Patent and Trademark Office – Tenant Improvements Project  
 Village Square Branch Library

#### 2016-2017 Projects

Almaden/Vine Downtown Couplet (OBAG)  
 Bollinger Road – Moorpark Avenue – Williams Road Sanitary Sewer Improvements  
 Cadwallader Reservoir Rehabilitation  
 Iron Salt Feed Station  
 LED Garage Lighting Upgrade  
 Lake Cunningham Bike Park  
 Large Trash Capture Devices  
 North San José Well #5 Dev. and Construction  
 Park Avenue Multimodal Improvements  
 Rehabilitation of Sanitary Sewer Pump Stations  
 Terminal A Baggage Claim Escalators  
 The Alameda “Beautiful Way” Phase 2 (OBAG)  
 TRAIL: Penitencia Creek Reach 1B (Noble Avenue to Dorel Drive)  
 TRAIL: Lower Silver Creek Reach 4/5A (Alum Rock Avenue to Highway 680)  
 TRAIL: Thompson Creek (Tully Road to Quimby Road)

#### 2017-2018 Projects

60” Brick Interceptor, Phase VIA and VIB  
 Southeast Ramp Reconstruction, Phase I  
 Tamien Park

#### 2018-2019 Projects

Airfield Geometric Implementation  
 Energy Generation Improvements  
 Southeast Ramp Reconstruction, Phase II

#### 2019-2020 Projects

Airport Rescue and Fire Fighting Facility  
 Fourth Major Interceptor, Phase VIIA  
 Route 101/Mabury Road Project Development  
 Westmont Avenue and Harriet Avenue Sanitary Sewer Improvement

# 2015-2016 ADOPTED OPERATING BUDGET MESSAGE

## Capital Budget Overview

In the 2016-2020 CIP, capital program investments fund infrastructure improvements throughout the City including: airport, community centers, libraries, municipal water systems, public safety facilities, parks, sanitary and storm sewer systems, transportation systems, and the Water Pollution Control Plant (WPCP).

Accounting for 41.6% of the 2016-2020 Adopted CIP, the WPCP is the largest capital program. A total of \$1.07 billion will be directed to renovate and upgrade the WPCP infrastructure to ensure capacity and reliability of treatment plant processes. This work is guided by the Plant Master Plan (PMP) and includes anticipated bond issuances combined with commercial paper proceeds, totaling \$517.3 million over the next five years.

The PMP recommends an estimated investment of approximately \$2.0 billion over a 30-year planning period to implement more than 114 capital improvement projects, with over \$1.0 billion to be invested in the near-term (the next ten years), to address future regulatory requirements, capacity needs, and an overhaul of the entire solids treatment process. In September 2013, the City Council approved a consultant agreement with MWH Americas, Inc. to assist and support the Environmental Services Department in developing and implementing such a large capital program. In February 2014, the MWH program team completed a detailed project validation process to critically evaluate project needs and priorities. Priorities for the near-term include securing program funding, evaluating project delivery approaches, developing program staff, and continuing development of project delivery processes.

The 2016-2020 Adopted CIP assumes the 5.5% rate increase for the Sewer Service and Use Charge Fund for 2015-2016, as approved by the City Council on June 23, 2015, with rate increases of 5% up to 7% in the out years. These rates will be reassessed at a later time once a more detailed implementation plan and financing strategy are identified. The next five to ten years will see significant investment at the Plant based on the PMP, resulting in revitalized infrastructure to meet current and future customer demands, meet future environmental regulatory standards, and reduce odor impacts to the surrounding community.

The Traffic Capital Program is the second largest program, or 13.8% of the CIP, with a budget of \$353.5 million. Of this amount, approximately \$100.3 million, or 28.4% of the Traffic Program is directed toward pavement maintenance activities. This funding level, however, is below the 2015-2019 Adopted CIP level of \$124.7 million due primarily to a projected drop in State Gas Tax revenues, the cessation of one-time funding from the federal government, and lower overall Construction Excise Tax revenues, which spiked in 2013-2014, generating additional resources for street maintenance. San José's street system consists of 2,410 miles of pavement and is rated overall in "fair" condition with a Pavement Condition Index (PCI) rating of 63. Additionally, due to insufficient funding for pavement maintenance, the backlog of deferred maintenance has grown from \$250 million in 2010 to \$504 million in 2015. The average annual funding in the CIP of \$20.1 million is well below both the \$68.3 million needed annually to sustain the current fair condition and the \$104.2 million needed annually to bring the system to an overall "good" condition with a PCI rating of 70.

## Capital Budget Overview

In 2015-2016, a total of \$47.9 million is programmed for pavement maintenance; however, of this amount, \$23.9 million is unexpended funds carried over from 2014-2015. The remaining \$24.0 million of new funding, to address the City's need for street paving and repair, represents \$16.0 million from the Construction Excise Tax Fund and one-time funding of \$8.0 million from the General Fund per the Mayor's June Budget Message for Fiscal Year 2015-2016, as approved by the City Council. This \$24.0 million exceeds the minimum \$18.0 million level of funding needed for pothole repairs and maintenance of the Priority Street Network. In addition, at the recommendation of the Administration, the City Council has directed the Administration to explore various future revenue strategies, including a City Sales Tax ballot measure, State funding from an increased vehicle license tax, a potential Sales Tax Measure with the Santa Clara Valley Transportation Authority, and a street repair bond measure.

Also, in accordance with the Mayor's March Budget Message for Fiscal Year 2015-2016, as approved by the City Council, the Adopted Traffic CIP continues the City's significant investment for pedestrian and traffic safety. Over the five-year CIP, approximately \$61.5 million is allocated for street safety improvements focusing on pedestrian safety with projects in each City Council district. This investment is consistent with the Vision Zero San José plan that was developed in April 2015 to enhance the City's focus on reducing traffic related deaths and severe injuries.

The North San José Transportation Plan (Plan) adopted in 2005 identifies traffic infrastructure investments of over \$500 million to facilitate future growth and development of North San José. While these improvements were originally envisioned to be primarily funded from traffic impact fees levied on developers and contributions from the San Jose Redevelopment Agency (SJRA), the lowering of impact fees to entice commercial/job-oriented development into North San José and the loss of SJRA has created a large traffic infrastructure funding gap and made plan implementation more reliant on local City revenues and regional grant funding. As approved as part of the Mayor's June Budget Message for Fiscal Year 2014-2015, Manager's Budget Addendum #8 described a new funding strategy, dedicating future Building and Structure Construction Tax revenues (estimated to exceed \$32 million as development proceeds) and future Business Cooperation Program revenues generated from new development in North San José (estimated to be approximately \$7 million as development proceeds) to be held in reserve for North San José transportation projects. As a result, in 2015-2016 the North San José New Development Reserve was established with \$1.2 million from projects initiated in 2014-2015. The 2016-2020 Adopted CIP also includes a North San José Improvements Reserve of \$8 million, of which \$4.5 million may be allocated towards the cost of interchange improvements at US 101/Oakland Road and at US 101/Mabury Road and the remaining funding will be allocated in the future for other North San José transportation improvements.

## Capital Budget Overview

### *Other Capital Program Highlights*

#### Unmet Infrastructure/Maintenance Needs

As presented in a report to the City Council on October 1, 2007, insufficient funding has created a structural deficit between the funding available and the resources necessary to maintain the overall condition of the City infrastructure. This includes the City's buildings, parks, traffic (streets, traffic lights, signs, and streetlights), utility, and technology infrastructure. The figures in this report are updated annually, and the most recent report was reviewed by the Transportation and Environment Committee on May 4, 2015 and approved by the City Council on June 2, 2015. In this most recent report, the infrastructure backlog totaled \$992 million across the City. Assuming this one-time backlog could be met, an ongoing annual investment of approximately \$175 million would also be needed to maintain and prevent further degradation of the City's infrastructure. The CIP, as well as investments included in the 2015-2016 Adopted Operating Budget, allocate limited resources to the most immediate and critical deferred infrastructure needs.

#### Operating Budget Impacts

The CIP continues to balance the delivery of capital programs with the limited resources available to operate and maintain existing and newly-constructed facilities. Over the past several years, strategies were implemented to defer or reduce operating and maintenance costs, with a particular focus on the General Fund. These efforts have included deferring the completion date for capital projects, using alternative staffing models, reducing the size of some facilities, developing joint library and community center facilities, entering into agreements with developers to initially maintain facilities, and installing capital improvements that would reduce costs, such as energy efficient traffic signals.

In March 2008, the City Council approved Budget Principle #8 that states capital improvement projects "shall not proceed for projects with annual operating and maintenance costs exceeding \$100,000 in the General Fund without City Council certification that funding will be made available in the applicable year of the cost impact. Certification shall demonstrate that funding for the entire project, including operating and maintenance costs, will not require a decrease in existing basic neighborhood services." In addition, all capital improvement projects with new General Fund operating and maintenance costs will be detailed in the Five-Year General Fund Forecast and included as part of the annual CIP. The CIP included one project, Lake Cunningham Bike Park, that required City Council certification, which was approved with the adoption of the CIP.

Table 7 summarizes the additional annual resources required to operate and maintain new facilities coming on-line during the five-year CIP or planned by other agencies (such as developers). For the General Fund, these costs are estimated at \$146,000 in 2016-2017 and are anticipated to increase to \$461,000 by 2019-2020. These figures do not include the funding needed in 2015-2016 to operate and maintain new facilities as these amounts have been incorporated into the 2015-2016 Adopted Operating Budget. A total of \$362,000 is allocated in 2015-2016 to operate several facilities that will be operational at some point during 2015-2016, including the Coyote Creek Trail (Flea Market), Lake Cunningham Bike Park, Martin Park, Village Square Branch Library, and various transportation-related infrastructure.

2015-2016 ADOPTED OPERATING BUDGET MESSAGE

Capital Budget Overview

Projected Total New Operating and Maintenance Costs (Cumulative)  
(Table 7)

<b>Project Title</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<i>Library Facilities</i>	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
<i>Parks Facilities</i>	93,000	308,000	365,000	381,000
<i>Parks Facilities-Other Agencies<sup>1</sup></i>	0	17,000	18,000	18,000
<i>Traffic Projects</i>	42,000	47,000	49,000	51,000
<b>General Fund Total</b>	<b>\$ 146,000</b>	<b>\$ 383,000</b>	<b>\$ 443,000</b>	<b>\$ 461,000</b>
<i>Municipal Improvements (Special Fund)</i>	(275,000)	(275,000)	(275,000)	(275,000)
<i>Water Pollution Control Plant (Special Fund)</i>	326,000	1,200,000	(3,479,000)	(836,000)
<b>All Funds Total</b>	<b>\$ 197,000</b>	<b>\$ 1,308,000</b>	<b>\$ (3,311,000)</b>	<b>\$ (650,000)</b>

As mentioned earlier, operating and maintenance funding for the Lake Cunningham Bike Park project was certified with the adoption of the 2016-2020 CIP. This new facility is anticipated to open to the public in July 2016, with a net annual operating and maintenance impact on the General Fund of \$121,000. No other projects in the CIP required City Council certification.

In the Municipal Improvements Capital Program, the San José Civic Auditorium HVAC replacement project is expected to result in net operating and maintenance cost savings of approximately \$275,000 annually in the Convention and Cultural Affairs Fund.

It is important to note that the expanded infrastructure investment at the Water Pollution Control Plant will result in significant operating costs in the coming years. It is estimated that additional maintenance and operations costs will total \$326,000 starting in 2016-2017 and increase to \$1.2 million in 2017-2018. These costs are expected to be offset by energy savings achieved through better solids settling, less aeration demand, and improved bio-gas production, resulting in net savings of \$3.5 million in 2018-2019. While energy generation improvements will reduce operating and maintenance costs, annual savings will decrease to a net \$836,000 in 2019-2020 once the new digested sludge dewater facility comes on-line.

<sup>1</sup> Projects being constructed by other agencies, but will be maintained by the City of San José.

## Conclusion

This budget represents a concerted effort by the Mayor and City Council and the Administration to develop a balanced budget that prudently meets priority community goals in light of the continuing constraints on our resources that underlies an ongoing service level deficit. This budget includes some modest service restorations and additions, such as the restoration of library hours, the addition of Police Community Service Officers, investments in public safety technology and equipment, and ongoing support for homeless services and San Jose BEST gang prevention and intervention program. Given the resources available, however, this budget does not meet the full service expectations of our community and the needs of our organization.

Our continuing commitment to conservative budget discipline and long-term fiscal sustainability remains essential to ensure that we stay on the right track. We all must remain mindful that our position can quickly reverse as a result of factors beyond our control, such as swings in the economy, actions by other levels of government, adverse court decisions, or increases in required contributions to the City's retirement funds. As has been the City's long-standing practice, we must continue the remarkable financial discipline and leadership exhibited by our elected officials, City management, and our outstanding employees. This also includes a commitment to the innovation, partnership, and community engagement that can reduce costs and enhance quality as well as a focus on strengthening our economic foundation that can generate the revenues we need to restore vital public services over the long term.

Absent new revenues, however, our level of services will remain well below what our community deserves and expects from the City. We also anticipate that the City will not have sufficient resources for all that we would like to do, such as addressing our growing backlog of deferred maintenance for streets and facilities or making strategic capital investments that support operational efficiency. For these reasons and as directed by the City Council, we will continue to assess the possibilities of a potential revenue measure the City could bring to San José voters that can be a bridge to a stronger position in the future. Under State law, our next opportunity the City Council could bring a measure to the voters will be in June or November 2016, which thus could affect budget planning for 2016-2017.

Finally, I call attention to our remarkably dedicated and talented City staff who prepare this extraordinary budget document each year. We are extremely fortunate to have such talented and dedicated people, from the front lines of each department to the incredibly hard working staff in the City Manager's Budget Office. They represent the best in public service, and I continue to be inspired by their exemplary commitment to ensure that San José remains the best city it can be for our residents, businesses, visitors, and employees.

Respectfully Submitted,



Norberto Dueñas  
City Manager

**2015-2016 Adopted Operating Budget****2015-2016 Budget Balancing Strategy Guidelines**

1. Develop a budget that balances the City's delivery of the most essential services to the community with the resources available.
2. Balance ongoing expenditure needs with ongoing revenues to ensure no negative impact on future budgets and to maintain the City's high standards of fiscal integrity and financial management. Maintain adequate reserves to cover any budgetary shortfalls in the following year as a stopgap measure if necessary.
3. Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
4. Explore alternative service delivery models (e.g., partnerships with the non-profit, public, or private sector for out- or in-sourcing services) to ensure no service overlap, reduce and/or share costs, and use our resources more efficiently and effectively. The City Council Policy on Service Delivery Evaluation provides a decision-making framework for evaluating a variety of alternative service delivery models.
5. Analyze non-personal/equipment/other costs, including contractual services, for cost savings opportunities. Contracts should be evaluated for their necessity to support City operations and to identify negotiation options to lower costs.
6. Explore redirecting and/or expanding existing revenue sources and/or adding new revenue sources.
7. Establish a fee structure to assure that operating costs are fully covered by fee revenue and explore opportunities to establish new fees for services, where appropriate.
8. Identify City policy changes that would enable/facilitate service delivery changes or other budget balancing strategies.
9. If additional resources become available, spending on increasing compensation and restoring services should both be considered.
10. Focus service restorations the baseline January 1, 2011 service levels previously identified by the City Council in the areas of fire, police, library, community centers, and street maintenance, as well as the Police Staffing Restoration Strategy.
11. In addition to considering service restorations previously identified by the City Council, take a holistic approach regarding the restoration of services. As outlined in the Guiding Principles for Restoring City Service Levels as approved by the City Council on March 20, 2012, allocate additional resources with the following goals in mind: ensure the fiscal soundness of the City; choose investments that achieve significant outcomes; and improve efficiency and effectiveness of service delivery. Using a multi-pronged approach to restoring direct services, take into consideration the following factors: adequate strategic support resources; adequate infrastructure; service delivery method to ensure efficient and effective operations; service delivery goals and current performance status; service sustainability; and staffing resources.
12. Incorporate compensation adjustments in a fiscally responsible manner that does not result in a reduction or elimination of services in the General Fund.
13. Engage employees in department budget proposal idea development.
14. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.
15. Continue a community-based budget process where the City's residents and businesses are educated and engaged, as well as have the opportunity to provide feedback regarding the City's annual budget.

## 2015-2016 Adopted Operating Budget

### Guiding Principles for Restoring City Service Levels

#### Ensure the Fiscal Soundness of the City

1. Develop the General Fund budget to support the City's mission and use the City Council-approved Budget Principles to ensure the long term fiscal health of the City (*City of San José Budget Principles*)
2. Ensure services that are restored can be sustained over the long-run to avoid future service disruption (Use Five-Year General Fund Forecast as one tool)
3. If possible, defer adding new permanent positions until new retirement system is in place

#### Choose Investments that Achieve Significant Outcomes

4. Ensure restored services represent City Council priorities and the highest current need in the community
5. Balance investments among three categories:
  - Restoration of services (public safety and non-public safety services, including critical strategic support services)
  - Opening of new facilities
  - Maintenance of City infrastructure and assets
6. Prioritize baseline service level restorations using performance goals (*Service Restorations Previously Identified by City Council – January 1, 2011 Levels*)
7. Focus funding on areas where there is a high probability of success and/or high cost of failure
  - Focus funding on infrastructure needs where there is a significant increase in cost if maintenance is delayed (such as street maintenance)
  - Focus investments in technology that have the greater return on investment in terms of services to the public and employee productivity

#### Improve the Efficiency and Effectiveness of Service Delivery

8. Before restoring prior service methods, evaluate options to determine if alternative service delivery models would be more cost effective
9. Ensure strategic support and technology resources are capable of supporting direct service delivery and effective management of the organization
10. Prioritize organizational investments that maximize workforce productivity, efficiency, and effectiveness
11. Pursue opportunities and methods, including performance, to retain, attract, and recognize employees within resource constraints

**2015-2016 Adopted Operating Budget****City of San José Budget Principles**

**The Mission of the City of San José is to provide quality services, facilities and opportunities that create, sustain and enhance a safe, livable and vibrant community for its diverse residents, businesses and visitors. The General Fund Budget shall be constructed to support the Mission.**

**1) STRUCTURALLY BALANCED BUDGET**

The annual budget for the General Fund shall be structurally balanced throughout the budget process. A structurally balanced budget means ongoing revenues and ongoing expenditures are in balance each year of the five-year budget projection. Ongoing revenues shall equal or exceed ongoing expenditures in both the Proposed and Adopted Budgets. If a structural imbalance occurs, a plan shall be developed and implemented to bring the budget back into structural balance. The plan to restore balance may include general objectives as opposed to using specific budget proposals in the forecast out years.

**2) PROPOSED BUDGET REVISIONS**

The annual General Fund Proposed Budget balancing plan shall be presented and discussed in context of the five-year forecast. Any revisions to the Proposed Budget shall include an analysis of the impact on the forecast out years. If a revision(s) creates a negative impact on the forecast, a funding plan shall be developed and approved to offset the impact.

**3) USE OF ONE-TIME RESOURCES**

Once the General Fund budget is brought into structural balance, one-time resources (e.g., revenue spikes, budget savings, sale of property, and similar nonrecurring revenue) shall not be used for current or new ongoing operating expenses. Examples of appropriate uses of one-time resources include rebuilding the Economic Uncertainty Reserve, early retirement of debt, capital expenditures without significant operating and maintenance costs, and other nonrecurring expenditures. One time funding for ongoing operating expenses to maintain valuable existing programs may be approved by a majority vote of the Council.

**4) BUDGET REQUESTS DURING THE YEAR**

New program, service or staff requests during the year that are unbudgeted shall be considered in light of the City's General Fund Unfunded Initiatives/Programs List and include a spending offset at the time of the request (if costs are known) or before final approval, so that the request has a net-zero effect on the budget.

**5) RESERVES**

All City Funds shall maintain an adequate reserve level and/or ending fund balance as determined annually as appropriate for each fund. For the General Fund, a contingency reserve amount, which is a minimum of 3% of the operating budget, shall be maintained. Any use of the General Fund Contingency Reserve would require a two-thirds vote of approval by the City Council. On an annual basis, specific reserve funds shall be reviewed to determine if they hold greater amounts of funds than are necessary to respond to reasonable calculations of risk. Excess reserve funds may be used for one-time expenses.

**2015-2016 Adopted Operating Budget****City of San José Budget Principles****6) DEBT ISSUANCE**

The City shall not issue long-term (over one year) General Fund debt to support ongoing operating costs (other than debt service) unless such debt issuance achieves net operating cost savings and such savings are verified by appropriate independent analysis. All General Fund debt issuances shall identify the method of repayment (or have a dedicated revenue source).

**7) EMPLOYEE COMPENSATION**

Negotiations for employee compensation shall focus on the cost of total compensation (e.g., salary, step increases, benefit cost increases) while considering the City's fiscal condition, revenue growth, and changes in the Consumer Price Index (cost of living expenses experienced by employees.)

**8) CAPITAL IMPROVEMENT PROJECTS**

Capital Improvement Projects shall not proceed for projects with annual operating and maintenance costs exceeding \$100,000 in the General Fund without City Council certification that funding will be made available in the applicable year of the cost impact. Certification shall demonstrate that funding for the entire cost of the project, including the operations and maintenance costs, will not require a decrease in existing basic neighborhood services.

**9) FEES AND CHARGES**

Fee increases shall be utilized, where possible, to assure that fee program operating costs are fully covered by fee revenue and explore opportunities to establish new fees for services where appropriate.

**10) GRANTS**

City staff shall seek out, apply for and effectively administer federal, State and other grants that address the City's priorities and policy objectives and provide a positive benefit to the City. Before any grant is pursued, staff shall provide a detailed pro-forma that addresses the immediate and long-term costs and benefits to the City. One-time operating grant revenues shall not be used to begin or support the costs of ongoing programs with the exception of pilot projects to determine their suitability for long-term funding.

**11) GENERAL PLAN**

The General Plan shall be used as a primary long-term fiscal planning tool. The General Plan contains goals for land use, transportation, capital investments, and service delivery based on a specific capacity for new workers and residents. Recommendations to create new development capacity beyond the existing General Plan shall be analyzed to ensure that capital improvements and operating and maintenance costs are within the financial capacity of the City.

**12) PERFORMANCE MEASURES**

All requests for City Service Area/departmental funding shall include performance measurement data so that funding requests can be reviewed and approved in light of service level outcomes to the community and organization.

**13) FIRE STATION CLOSURE, SALE OR RELOCATION**

The inclusion of the closure, sale or relocation of a fire station as part of the City Budget is prohibited without prior assessment, community outreach, and City Council approval on the matter.

EXHIBIT 8:  
Clean Creeks Healthy  
Communities Quarterly Report

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# CLEAN CREEKS, HEALTHY COMMUNITIES

QUARTERLY PROGRESS REPORT NO. 17 (JULY-SEPT. 2015)

EPA Project Period: 6/1/2011 to 6/30/2015; extended through 6/30/2016

Grant Recipient: City of San José

Assistance ID Number # WG-00T60701-0

Submitted by: Liz Neves

Environmental Services Specialist

Environmental Services Department, City of San José

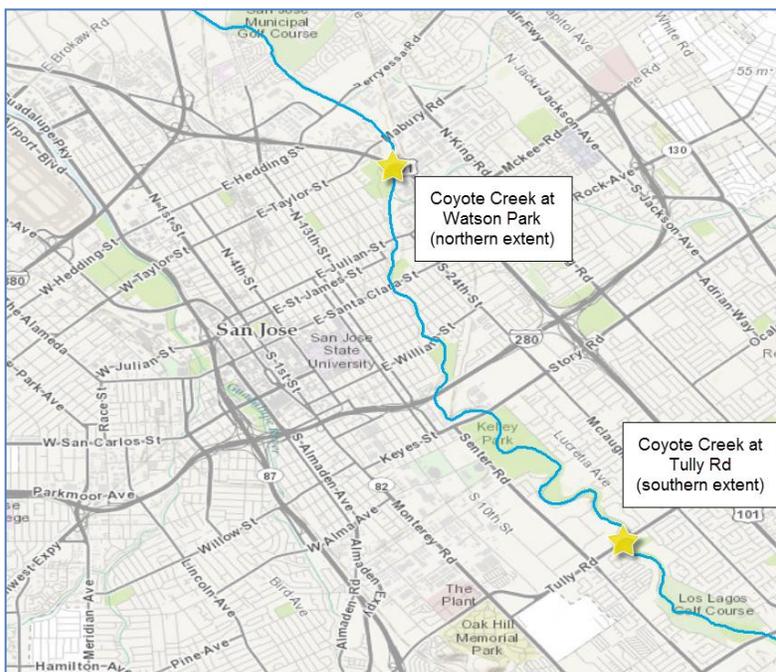
408-793-4379 | liz.neves@sanjoseca.gov

## CLEAN CREEKS, HEALTHY COMMUNITIES HIGHLIGHTS

- National Night Out
- State of Estuary Conference Award
- Coastal Cleanup Day

## PROJECT ELEMENT 1: EDUCATE & ENGAGE COMMUNITY

### ACTIVITIES & ACCOMPLISHMENTS



Map of new Clean Creeks, Healthy Communities II project area.

The City of San José was awarded funding to continue Clean Creeks, Healthy Communities, through a Santa Clara Valley Water District *Safe, Clean Water Program Partnership Grant*. The Water District has recognized the success of CCHC and realizes the benefits of continuing the project for another year. The grant provides funding to continue staffing of two part-time Community Activity Workers and a Student Intern. It also funds Downtown Streets Team to continue their work.

The project is being referred to as “CCHC II” and includes a new

two-mile stretch of Coyote Creek from William Street to Watson Park at Highway 101 (see map above). Staff will engage communities along the new stretch, which includes the Northside and Roosevelt Park Neighborhood Associations, and a number of schools including Empire Gardens Elementary School and San Jose High Academy.



*Coyote Creek tour of new CCHC II project area with CCHC, DST, Anti-Litter Program, and Watershed Protection Team July 9.*

The goal of CCHC II is to engage the expanded neighborhoods to act as their own creek stewards.

By catalyzing community engagement and increasing model behavior the project hopes to foster greater ownership of the local creek by the adjacent communities. Staff will reach out to neighborhood and civic groups, trail users, and businesses that exist in proximity to Coyote Creek from Tully Road north to Watson Park. CCHC II will implement activities such as creek and



*CCHC II Community Activity Worker, Paul J. Gonzalez, doing an assessment of Coyote Creek at Galveston July 30.*

neighborhood cleanups, community creek walks, and public art projects. This proposal will place an emphasis on building community and interest in the creek along the entire stretch of the project area. In addition the project will leverage existing community engagement assets such as a Coyote

Creek watershed art walk (Five Wounds Art Walk CDBG) that is currently under development as a joint project of the City of San José's Environmental Services and Housing Departments.

CCHC II will be coordinated by City and Water District staff to control trash within these reaches of Coyote Creek. It will also work closely with the other sub-projects of the grant managed by the volunteer organizations Keep Coyote Creek Beautiful and Friends of Los Gatos Creek, to meet common goals by collaborating and sharing resources.

This quarter CCHC II staff participated in the following outreach events:

- July 10 - Earthquakes Game at Avaya Stadium
  - About 150 people outreached; 90 fans signed the source reduction pledge
- August 4 - National Night Out at Roosevelt Community Center
  - About 50 people outreached; Watershed Warrior attended with WW Bean Bag Toss Game and Photo Cutout Board
- August 14 – Earthquakes Game at Avaya Stadium
  - About 150 people outreached; 50 fans signed the litter pledge



*Paul J. Gonzalez at National Night Out at Roosevelt Community Center August 4.*



*The Watershed Warrior engaging with fans at the Earthquakes Game at Avaya Stadium August 14.*



SUB TASKS	TIMELINE	STATUS
Initial meeting with SNI NACs to discuss stormwater and trash issues and existing community projects and potential future volunteer activities.	August 2011	Complete
Recruit and hire part time CAW.	August-September 2011	Complete
Train CAW on data collection and City organization and procedures.	September 2011	Complete
Attend monthly SNI NAC meetings: Spartan Keyes, Tully/Senter, Five Wounds/Brookwood Terrace.	Monthly; starting October 2011	Ongoing
Create identity and establish online location(s) to communicate and connect residents with grant activities.	November 2011-January 2012	Complete
Maintain and update online communications channels.	January 2012	Ongoing. Online calendar created. Blog updated frequently.
Identify environmental educational opportunities from non-profits and local agencies.	Ongoing; starting October 2011	Ongoing
Schedule activities and presentations, averaging 2 per month.	Monthly; starting October 2011	Ongoing
Host volunteer cleanup site for National River Cleanup Day.	Third Saturday in May; annually	Complete for 2015. CCHC to hosted site at Story/Senter Roads in May 2015.
Host volunteer cleanup site for California Coastal Cleanup Day.	Third Saturday in September; annually	CCHC to host a site at Story/Senter Roads in September 2015.
Identify volunteer group to organize public art.	2012	Complete: Spartan Keyes NA, Olinder NA and San Jose Art Box Project.
Establish selection process of artwork design.	2012	Complete
Identify potential locations for artwork project.	2013	Complete
Solicit and select designs for artwork project.	2013	Complete. Art Box Project, Mural.
Complete first community artwork project.	2013	Complete. Art Box Project located on Story Road.
Hire and train new Community Activity Worker.	January 2014	Complete
Complete second community artwork.	2014	Complete: seven community artwork projects completed (six art boxes and one mural).



CCHC participated in the poster session September 17 at the State of the San Francisco Estuary Conference. A total of six posters were submitted all related to Coyote Creek. CCHC submitted three posters and Keep Coyote Creel Beautiful submitted three posters.

Also on September 18, CCHC received an Outstanding Environmental Project Award from the Friends of the San Francisco Bay Estuary at SF State of Estuary Conference. With thousands of volunteers, and more than 100 tons of litter removed, the partners of the South Bay Creeks Collaborative have made a major impact on the health of creeks in the South Bay.



## Beautifying Neighborhoods with Creek-themed Public Art

**Art Box Before and Afters**

**Story & Remillard – Scott Willis**

**Story & Senter – Paul J. Gonzalez**

Right: Laurus Myth paints her box with a friend on 10th Street.

**19th & Santa Clara**  
John Cloud

**Tully & Galveston**  
Carrie Lyons

**10th & Keyes**  
Laurus Myth

**Alma & Senter**  
Monika Rose

**Abstract**  
Over the course of the past four years, the Clean Creeks, Healthy Communities project in San Jose, has engaged neighborhoods and schools to take pride in their community. One of the most impactful ways to do so is by painting creek-themed art throughout various neighborhoods that surround Coyote Creek through. These boxes are installed by artists in and around the creek, from their schools, workplaces, and homes, and people interacting with the creek, animals, and plants by professional local artists. These beautiful works of art are available for viewing through a self-guided art walk. This collaboration between the City of San Jose, the neighborhoods, the Art Box Project of San Jose, and professional artists reflects the pride of partnerships to beauty communities.

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**Keywords:** art, creek, neighborhood, art walk, San Jose  
**Poster Topic:** Partnerships for a healthy Coyote Creek

**Partners**

[www.sjenvironment.org/creeks-and-bay](http://www.sjenvironment.org/creeks-and-bay)

*The three posters submitted by CCHC at the State of the Estuary Conference September 18.*

## MILESTONES & METRICS

A target for CCHC is to organize 48 environmental education and outreach events and 48 volunteer creek and neighborhood cleanup events. To date, CCHC has participated in 112 outreach events and reached an estimated 13,617 residents and students with watershed protection and anti-litter messages. 73 volunteer creek and neighborhood cleanup events have been organized. Volunteers have donated 4,202 hours and removed 60.28 tons of trash and debris from Coyote Creek.

### OUTPUTS

- Organize 48 environmental education and outreach events.
- Organize 48 volunteer creek and neighborhood cleanup events.
- Complete a minimum of 2 public art projects.

### OUTCOMES

- By the end of the project at least 66% of residents are aware of Coyote Creek and its environmental significance, and 50% of residents report that the health of Coyote Creek is important to them.
- By the end of the project at least 66% of residents are aware that their personal conduct can result in litter in Coyote Creek.
- By the end of the project at least 33% of residents report participating in recreation that directly involves Coyote Creek riparian corridor.
- By the end of the project residents in the study area will have formed a watershed stewardship group, or participate in an existing stewardship group.

## PROBLEMS & RESOLUTIONS

CCHC is completing the recruitment to fill the vacant Community Activity Worker. This vacancy has created a challenge in meeting deliverables and deadlines.

## PROJECT ELEMENT 2: TRASH CLEANUP

### ACTIVITIES & ACCOMPLISHMENTS



*Staff tours new project area, near San Jose High Academy July 30.*

Staff from CCHC, Downtown Streets Team, Keep Coyote Creek Beautiful, the Watershed Protection Team and the Anti-Litter Program took two separate tours of the project area in July. The purpose of the tours was to familiar staff with the new stretch in the project area, along Coyote Creek from William Street north to Watson Park. Staff also assessed the trash loads, identified trash rafts, homeless encampments, and potential hazards.

CCHC participated in the following cleanups this quarter, partnering with KCCB:

- August 22 - Coyote Creek at Galveston/Sunnyside:
- 44 volunteers removed 2.49 tons of trash.
- September 19 – CA Coastal Cleanup at Coyote Creek at Coyote Meadows.
  - 164 volunteers removed 2 tons of trash.

**Coyote Creek Cleanup**  
Sat 8/22 ~ 9AM - 11AM  
Galveston Ave & Sunnyside Dr

**WHAT DOESN'T BELONG?**



**ANSWER: NONE OF IT.**  
Our trails won't clean themselves.  
So let's keep them clean.

    
**KCCB.Eventbrite.com**



*(above) Flyer from 8/22 Cleanup at Galveston. (right) photos from Coyote Meadows Cleanup on Coastal Cleanup Day.*

SUB TASKS	TIMELINE	STATUS
Amend MOA with SCVWD to include the Clean Creek, Healthy Communities Grant.	August 2011	Complete
Schedule two large encampment cleanups per year.	Annually	Complete
Conduct cleanups of Coyote Creek in William Street Park and Kelley Park.	April-October; annually	Complete

## MILESTONES & METRICS

The goal for CCHC was to perform a minimum of eight large scale illegal encampment cleanups, and eight creek cleanups. Through July 30, 2015, 10 large scale encampment cleanups and 14 creek “Hot Spot” cleanups have been completed. Within the project area a total of 224.5 tons of trash and debris have been collected through these cleanups of Coyote Creek; 218.1 tons from illegal encampment cleanups and 6.38 tons from creek “Hot Spot” cleanups.

The Housing Department’s Homelessness Response Team (HRT), which includes the City’s Parks, Recreation and Neighborhood Services Department, Santa Clara Valley Water District, San Jose Conservation Corps, San José Police Department, Environmental Services Department and Tucker Construction, continues to conduct homeless encampment cleanups along Coyote Creek.

OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Perform a minimum of 8 large scale illegal encampment cleanups</li> <li>Perform minimum of 8 creek cleanups</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in the volume of trash in the waterways.</li> <li>Removal of 80 tons of trash and debris from Coyote Creek.</li> <li>Improved appearance of Coyote Creek, with final URTA rating of “Least Disturbed (Optimal Urban)”.</li> </ul>

## PROBLEMS & RESOLUTIONS

No problems to report this quarter.

## PROJECT ELEMENT 3: ILLEGAL DUMPSITE ABATEMENT

### ACTIVITIES & ACCOMPLISHMENTS

Due to the CAW vacancy, CCHC staff did not conduct illegal dumping surveys this quarter.

SUB TASKS	TIMELINE	STATUS
Recruit and hire part time CAW.	August-September 2011	Complete

Draft Quality Assurance Project Plan (QAPP) for dump site monitoring methodology and submit for approval.	August-September 2011	Complete
Train CAW on data collection and City organization and procedures.	September 2011	Complete
Conduct baseline survey of creek and neighborhood dump sites.	September 2011	Complete
Monitor creek and neighborhood dumpsites. Record volume of any dumped materials on creeks and cleanup dumpsites.	Weekly; starting October 2011	Ongoing
Meet with Neighborhood Watch to coordinate volunteer surveillance of chronic illegal dumpsites as part of community policing.	January 2012	Complete
Set up schedule for regular volunteer litter cleanups.	Monthly; starting September 2011	Ongoing
Identify neighborhood volunteers to work on chronic dump site correction.	January-March 2012	Complete
Develop abatement plans for creek side dump sites.	April-June 2012	Complete. Six gates (and boulders) have been installed.
Implement the abatement plans.	June 2012-2013	Complete.
Work with City of San Jose Anti-Litter Program to develop webpage content on impact of illegal dumping and what can be done to help prevent dumping.	2012	Complete
Create and post anti-dumping website.	2013	Complete

## MILESTONES & METRICS

Last quarter, the CAWs collected 126 cubic yards of dumped debris and recorded 57 incidents of dumping from direct monitoring or from resident reporting.

### OUTPUTS

- Eliminate the four chronic dump sites within target area.
- Install surveillance camera at chronic dumpsites.
- Clean up illegal dumping within project area.
- Create anti-dumping webpage.

### OUTCOMES

- A reduction in the volume of trash dumped into the waterways.
- Improved appearance of Coyote Creek, with final URTA rating of "Least Disturbed (Optimal Urban)" in the illegal dumping category.
- Elimination of four illegal dumpsites in target area.
- By the end of the project at least 66% of residents understand that litter and illegal dumping is harmful to personal well-being.

## PROBLEMS & RESOLUTIONS

No problems to report this quarter.

## PROJECT ELEMENT 4: TARGET OUTREACH TO HOMELESS COMMUNITY

### ACTIVITIES & ACCOMPLISHMENTS

Downtown Streets Team (DST), Destination: Home and other groups continue to conduct outreach to the homeless population in the CCHC project area.

SUB TASKS	TIMELINE	STATUS
Finalize contract with Downtown Streets Team.	August 2011	Complete
Draft Quality Assurance Project Plan (QAPP) for encampment census and trash production rate methodology and submit for approval.	August-September 2011	Complete
Establish data collection procedures with DST management and familiarize with City operations.	September 2011	Complete
Provide safety training for Streets Teams supervisors and members.	August 2011	Complete
Conduct census of homeless encampments in target area at beginning, midpoint and end of the Downtown Streets Teams program term.	September 2011	Complete
DST Supervisors to participate in Monthly Project Coordination Meetings.	Monthly; starting September 2011	Ongoing
Begin to recruit 25 team members and trash removal from homeless encampments.	August 2011; ongoing	Complete
Recruit and house 25 team members.	July 2012	6 permanently housed 9 in temporary housing by July 2012
Recruit and house 50 team members.	July 2013	38 permanently housed, 18 in temporary housing by August 2013

### MILESTONES & METRICS

Since July of 2014, DST has housed 103 individuals in the project area, and DST has helped find jobs for 34 individuals.

OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Permanently house 50 homeless individuals that live in Coyote Creek.</li> <li>DST to perform 14,300 hours of peer to peer outreach to Homeless living in Coyote Creek.</li> <li>DST to perform 39,000 hours of community services cleaning up litter and monitoring riparian area.</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in the volume of trash from encampment.</li> <li>Removal of 400 cubic yards of trash and debris from Coyote Creek</li> <li>Improved appearance of Coyote Creek, with final URTA rating of "Least Disturbed (Optimal Urban)"</li> <li>By the end of the project 66% of community residents report that they feel they could safely visit the Coyote Corridor.</li> </ul>

## PROBLEMS & RESOLUTIONS

CCHC staff continues to encounter active and abandoned homeless encampments in the project area. Preventing homeless re-encampment is one of the City's ongoing challenges. Deterrents such as fences, gates and boulders have helped; however, staff has noticed an increase in vandalism to these barriers. Increased enforcement from police and rangers has helped address the issue. The City also continues to work closely with residents and businesses near Coyote Creek and provide them with resources to report criminal activity. The Homelessness Response Team and Watershed Protection Team continue to provide abatement and enforcement in the project area.

## PROJECT ELEMENT 5: PROJECT METRICS, OVERSIGHT & REPORTING

### ACTIVITIES & ACCOMPLISHMENTS

In partnership with CCHC, San José State University's Urban and Regional Planning Department has engaged residents in the neighborhoods surrounding the Coyote Creek Corridor in a series of surveys. The first survey was conducted in 2011 and a mid-project report was completed in 2013. The third report focuses on the results of the spring 2015 final survey conducted by students in the Departments of Urban & Regional Planning, Environmental Studies, and Anthropology.

#### Highlights of the results of the final community survey include:

- 76% of residents are aware that a creek is near their home, and 51% know the name of the creek (CCHC Goal: 66%)
- 84% of residents consider a creek an important habitat for fish and wildlife (CCHC Goal: 66%), & 90% report that the health of Coyote Creek important to them (Goal: 50%)
- 73% of residents aware that personal conduct results in litter in Coyote Creek (Goal: 66%).
- 82% of residents understand that illegal dumping is harmful to personal well-being, and 79% of residents understand that litter is harmful to personal well-being (Goal: 66%).
- 57% of residents recreate along Coyote Creek riparian corridor at a frequency of occasionally to very often (Goal: 33%).
- 37% of residents participate in creek stewardship activity (creek cleanup, water monitoring, restoration project etc.) at a frequency of occasionally to very often. There was a noticeable increase from 2011 and 2013 in stewardship activities.

SUB TASKS	TIMELINE	STATUS
Finalize contract with San Jose State University.	August 2011	Complete
Draft Quality Assurance Project Plan (QAPP) for community surveys and submit for approval.	August-September 2011	Complete

Draft Quality Assurance Project Plan (QAPP) for trash assessment and submit for approval.	August-September 2011	Complete
Organize Monthly Project Coordination Meetings.	Monthly; starting September 2011	Ongoing. CCHC will meet monthly with the new SCVWD partnership grant members.
Conduct cleanups and URTA on Coyote Creek at William Street and Kelley Park.	April-October; annually	Complete
Develop baseline survey.	September 2011	Complete
Conduct pre-program survey of residents' knowledge, attitudes and opinions regarding Coyote Creek and neighborhood character.	September - December 2011	Complete
Conduct mid-program survey of residents' knowledge, attitudes and opinions regarding Coyote Creek and neighborhood character.	2013	Complete
Prepare final summary report of on findings.	2015	Complete

## MILESTONES & METRICS

CCHC staff has conducted 10 Urban Rapid Trash Assessments (URTAs) of Coyote Creek. Baseline URTA scores for Coyote Creek were 29 points for the William Street Bridge site, and 49 points for the Kelley Park site. The sites were rated "Poor" and "Marginal Urban" respectively. The most recent Urban Rapid Trash Assessment (URTA) scores for Coyote Creek, conducted in April of 2015, were 60 points for the William Street Bridge site and 79 points for the Kelley Park site. The William Street Bridge site has improved from Poor to Marginal Urban, going from 29 points to 60 points. Whereas the Kelley Park site has improved from Marginal Urban to Sub-optimal Urban, increasing 30 points from 49 to 79. The URTA score is based on a variety of factors including visible trash levels, trash source, and proximity and accessibility to public areas.

## OUTPUTS

- Pre-program survey of resident's knowledge and attitudes towards Coyote Creek.
- Mid-point survey of resident's knowledge and attitudes towards Coyote Creek.
- Post Program survey of resident's knowledge and attitudes towards Coyote Creek.
- Final report summary of analysis of impact of grant activities.
- Conduct 8 URTA assessments.
- Quarterly Project Status Reports.

## OUTCOMES

- Understanding of the impacts of grant activities on water quality, and metric analysis for Task 1, 3 and 4.
- Documentation of the volume of trash removed from Coyote Creek, and metric analysis for Task 2, 3, and 4.
- Documentation of change in volume of trash and appearance of Coyote Creek, with URTA rating.
- Documented replicable methodology and metrics for future watershed projects.

## PROBLEMS & RESOLUTIONS

No problems to report this quarter.

## PROJECT COSTS

Q1 July-Sept 2015									
Budget Area	WQIF	Reall. 2/14	Reall. 10/14	WQIF used	Match	Match used	Total	Total used	Current Funds
<b>Budget Task 1: Educate and Engage Community with Coyote Creek</b>									
Personnel	107,520		10,000	71,765	31,977	17,653	139,497	89,418	50,079
Equipment & Supplies	29,800	3,900		32,797	0	0	33,700	32,797	903
Other Direct Costs	0			0	0	0	0	0	0
Subcontracts	0			0	0	0	0	0	0
<b>Total:</b>							<b>173,197</b>	<b>122,216</b>	<b>50,981</b>
<b>Budget Task 2: Trash Cleanup</b>									
Personnel	64,000			50,770	4,108	304	68,108	51,074	17,034
Equipment & Supplies	0			0	1,200	403	1,200	403	797
Other Direct Costs	0			0	7,082	5,352	7,082	5,352	1,730
Subcontracts	0			0	0	0	0	0	0
<b>Total:</b>							<b>76,390</b>	<b>56,829</b>	<b>19,561</b>
<b>Budget Task 3: Illegal Dump Site Abatement</b>									
Personnel	108,120	(\$3,900)		55,143	0	0	104,220	55,143	49,077
Equipment & Supplies	8,560	7,000		15,146	0	0	15,560	15,146	414
Other Direct Costs	0			0	4,500	0	4,500	0	4,500
Subcontracts	0			0	0	0	0	0	0
<b>Total:</b>							<b>124,280</b>	<b>70,288</b>	<b>53,992</b>
<b>Budget Task 4: Targeted Outreach to Homeless Community and Housing Assistance</b>									
Personnel	0			0	0	0	0	0	0
Equipment & Supplies	0			0	0	0	0	0	0
Other Direct Costs	0			0	0	0	0	0	0
Subcontracts	322,000	(\$7,000)		310,890	130,000	130,000	445,000	440,890	4,110
<b>Total:</b>							<b>445,000</b>	<b>440,890</b>	<b>4,110</b>
<b>Budget Task 5: Project Metrics and Reporting</b>									
Personnel	0			0	84,000	83,505	84,000	83,505	495
Equipment & Supplies	0			0	0	0	0	0	0
Other Direct Costs	0			0	0	0	0	0	0
Subcontracts	40,000			34,464	0	0	40,000	34,464	5,536
<b>Total:</b>							<b>124,000</b>	<b>117,969</b>	<b>6,031</b>
<b>SUBTOTAL:</b>							<b>\$942,867</b>	<b>\$808,192</b>	<b>\$134,675</b>
<b>TOTALS</b>	<b>WQIF</b>	<b>Reallocated 2/14</b>	<b>Reallocated 10/14</b>	<b>WQIF used</b>	<b>Match</b>	<b>Match used</b>	<b>Total</b>	<b>Total used</b>	<b>Current Funds</b>
Personnel	\$279,640	\$ (3,900)	\$ 10,000	\$177,678	\$120,085	\$101,462	\$395,825	\$279,140	\$116,685
Equipment & Supplies	\$ 38,360	\$ 10,900		\$ 47,943	\$ 1,200	\$ 403	\$ 50,460	\$ 48,346	\$ 2,114
Other Direct Costs	\$ -			\$ -	\$ 11,582	\$ 5,352	\$ 11,582	\$ 5,352	\$ 6,230
Subcontracts	\$362,000	\$ (7,000)		\$345,354	\$130,000	\$130,000	\$485,000	\$475,354	\$ 9,646
<b>TOTALS</b>	<b>\$680,000</b>	<b>\$ -</b>		<b>\$570,976</b>	<b>\$262,867</b>	<b>\$237,217</b>	<b>\$942,867</b>	<b>\$808,192</b>	<b>\$134,675</b>
<b>Clean Creeks, Healthy Communities Total:</b>							<b>\$942,867</b>	<b>\$808,192</b>	<b>\$134,675</b>

FIGURE 2. MAP OF CLEAN CREEKS, HEALTHY COMMUNITIES PROJECT AREA

### Clean Creeks, Healthy Communities Project Area

