

**County of Santa Clara**  
**Office of the County Executive**  
Office of Affordable Housing  
Housing and Community Development



---

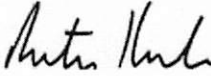
CE03 110204

Prepared by: Marjorie Matthews  
Director, Office of  
Affordable Housing  
Lynn Terzian  
Management Analyst

Submitted by: Jane Decker  
Deputy County Executive

DATE: November 2, 2004

TO: Board of Supervisors

FROM:   
Peter Kutras Jr.  
County Executive

SUBJECT: Report Back Regarding Proposed Members of the Homeless Task Force and Work Plan for a 10-Year Plan to End Chronic Homelessness in Santa Clara County and Direction to the Office of Affordable Housing to Negotiate a Contract with Allied Survey Research for a Countywide Homeless Census and Survey.

**RECOMMENDED ACTION**

Consider the following recommended actions:

Possible action:

- a. Approve the appointment of the Homeless Task Force members to create a 10–Year Plan to End Chronic Homelessness in Santa Clara County and authorize the Board Chair to send letters of invitation to the Task Force members.
- b. Approve the proposed Work Plan for the 10–Year Plan to End Chronic Homelessness in Santa Clara County.
- c. Delegate authority to the Office of Affordable Housing to negotiate a contract with Applied Survey Research (ASR) with a term expiring June 30, 2005 and a maximum compensation limit not to exceed \$167,900, for signature by the Chair of the Board and participating cities following approval by the County Executive and County Counsel as to form and legality.

## **FISCAL IMPLICATIONS**

There will be no impact on the General Fund as a result of these actions. Costs for preparation of the 10–Year Plan to End Chronic Homelessness are estimated at \$35,000 and will be funded by the Affordable Housing Fund (Cost Center 1174, Fund 0196). The homeless count and survey is estimated to cost \$167,900 and will be funded jointly by the County and the participating cities. The County's share of up to \$10,000 will be funded by the Housing Bond Fund (Cost Center 1169, Fund 0208) as approved by the Board on June 8, 2004.

## **REASONS FOR RECOMMENDATION**

On October 5, 2004, the Board of Supervisors authorized the formation of a Task Force to work with the Office of Affordable Housing to develop a 10–Year Plan to End Chronic Homelessness in Santa Clara County. The Board directed the Administration to report back in 30 days with a proposed list of Task Force members and a Work Plan.

The following is the Administration's response to that Board direction:

### **Proposed Task Force Membership**

The Task Force will be co–chaired by two members of the Board of Supervisors. The proposed membership includes a broad representation of government, community and service groups, business, labor, funders, and individuals familiar with issues relating to homelessness in the County. In addition, the Task Force will identify other members of the community to participate in one of six Working Groups to study a specific topic regarding homelessness. Public hearings and/or focus groups will be utilized to encourage even broader participation by the public. Attachment A is a full listing of the recommended Task Force membership.

### **Proposed Work Plan**

At the first meeting, the Task Force will receive an overview on the problem of homelessness and be asked to review and approve the Work Plan, which will include the formation of six Working Groups. The full Task Force will meet three or four times. The Working Groups, which will be chaired by members of the Task Force, will have separate

meetings to focus on six core areas addressing homelessness:

- Assessment of Homelessness in the County
- Discharge Planning to Prevent Homelessness
- Permanent Housing with Supporting Services
- Housing for Emancipated Youth
- Access to Mainstream Benefits and Employment
- Revenue Strategies

Each Working Group will develop a number of strategies with action steps to carry them out. The planning process will not be a search for an unlimited number of ideas, but rather an effort to reach agreement on the core actions that will make the greatest difference in the County of Santa Clara. The final report and recommendations will be presented to the Board in April of 2005. At that time, the Board will be asked to adopt a Resolution to end chronic homelessness in the County of Santa Clara within 10 years by implementing actions recommended by the Task Force.

The non-profit firm HomeBase will provide consulting services to guide development of the 10-Year Plan during the six-month effort for an amount of \$35,000. The contract will be administered by the Office of Affordable Housing. Services will include orientation of Task Force members and coordination of meeting dates. They will provide appropriate written materials, aid in the development of agendas, provide written summaries of all meetings, and produce the final report.

HomeBase consultants have had extensive exposure to County homeless issues, including participation in preparation of the County's 5-Year Plan on Homelessness, coordination of the annual McKinney-Vento Grant Application, and assistance to the Santa Clara County Collaborative on Affordable Housing and Homeless Issues. HomeBase has unique knowledge about the state of homelessness in Santa Clara County and is very familiar with policies and funding opportunities at the federal level.

#### Homeless Count

An essential component of the 10-Year Plan to End Homelessness is a valid countywide homeless count. In addition to a count, a comprehensive survey of at least 1,800 homeless individuals will be obtained from a number of geographic areas in the County. Accurate information about the number and needs of the homeless is necessary to plan an effective response to this social problem. It will also enable the County to make accurate assessments of progress made over the next ten years.

A valid count of the homeless is of particular importance when competing for federal funds. The last time the County did a survey of the homeless population was in 1999. That count extrapolated information from a non-scientific sampling of the homeless population and was not a valid point-in-time study. Last year the County was unsuccessful in receiving funding from the federal Interagency Council on Homelessness. Every jurisdiction that did receive funding had conducted a recent valid homeless count.

The County Homeless Coordinator has been working in collaboration with the City of San Jose Homeless Coordinator to seek a qualified consultant who can perform the count in a timely manner, and to explore the cost. An initial informal survey by the City revealed a limited number of firms with the specialized expertise required to perform a valid count and the availability to do the work this winter. Of the three firms contacted, (Applied Survey Research (ASR), the Action Council, and the Center for Applied Sociology) the Action Council has never completed a full survey on a community the size of Santa Clara County, and the Center for Applied Sociology was not interested in participating.

ASR is a highly respected research firm based in Watsonville that has conducted counts in several counties throughout California, including Monterey, Contra Costa, San Bernardino, and Riverside. ASR has specialized expertise in gathering information and synthesizing the information to create a detailed report which will be vitally useful to the County's efforts to end homelessness. The four counties referenced above were contacted by the County Homeless Coordinator about the quality and cost of ASR's work in this field. All four reported the work to be of high quality and that the costs charged were reasonable.

Preliminary estimates indicate the cost of the survey and count will be up to \$167,900, depending on the level of city participation, and will include:

- A shelter count of all emergency shelters, transitional housing, hospitals, jails, and other facilities that may house homeless individuals on a temporary basis;
- A point in time enumeration of homeless individuals not in the above facilities;
- Surveys of at least 1,800 homeless residents from a number of geographic areas;
- Individual city and town counts for participating jurisdictions.

A December timeframe is anticipated for the count and survey, with results available to the County and cities by February, 2005. Data availability within this window of time is a critical concern to the cities, who are responding to a federal requirement to update their individual 5-Year Plans. The ability to use current data in these updates is a key factor in the development of a cost sharing plan for the cost of the count. All 15 cities have been asked to share the cost of the study proportionate to each jurisdiction's population. The County's share of \$9,591 will be funded from the Housing Bond Fund, as approved by the Board on June 8, 2004. To date, 10 cities including San Jose have responded affirmatively. A proposed cost sharing schedule among the County and cities is attached to this transmittal. If the Office of Affordable Housing is unable to secure full funding for the count through participation of all cities, the scope of work and cost will be reduced to reflect the lower level of participation so that individual jurisdictions do not incur higher

costs.

It is recommended that authority be delegated to the County Executive or his designee to negotiate a sole source contract with ASR to conduct the countywide homeless count. The justifications for the sole source, per the Board's contracting guidelines, are the highly specialized nature of the contractor's prior experience, the unique qualifications to prepare a count for a county of this size, and the critical timing of a count and survey in December, which would not be possible if a full request for proposals is issued. The Office of Affordable Housing will administer the contract and invoice the participating cities for their share of the cost.

## **BACKGROUND**

On October 5, 2004, the Board of Supervisors authorized the formation of a Task Force to work with the Office of Affordable Housing in developing a 10-Year Plan to End Chronic Homelessness in Santa Clara County. The Board directed the Administration to report back in 30 days with a recommended Task Force membership and Work Plan.

## **CONSEQUENCES OF NEGATIVE ACTION**

Without a 10 year Plan to End Homelessness in Santa Clara County, the County will not have a long term planning document to address the problem of homelessness in the County and will not be competitive for federal funding for homeless programs.

## **ATTACHMENTS**

- (Transmittal submitted on Oct 26, 2004 1:20:27 PM – PDF Version)
- 10-Year Plan Proposed Task Force (Miscellaneous)
- Homeless Count and Survey Cost Sharing Table (Miscellaneous)